

I 25
2:R4

North Carolina State Library
Raleigh

used - 5¢

C. 2

N.C.
Doc

STATE OF NORTH CAROLINA

PLAN OF REORGANIZATION

OF

State Departments, Boards and Commissions

SUBMITTED BY

THE STATE AUDITOR

TO THE

GOVERNOR AND GENERAL ASSEMBLY

1923



STATE OF NORTH CAROLINA

PLAN OF REORGANIZATION

OF

State Departments, Boards and Commissions

SUBMITTED BY

THE STATE AUDITOR

TO THE

GOVERNOR AND GENERAL ASSEMBLY

1923



RALEIGH
MITCHELL PRINTING COMPANY
STATE PRINTERS
1923

STATE OF NEW YORK

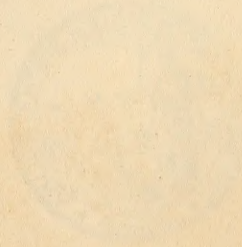
PLAN OF REORGANIZATION

State Departments, Boards and Commissions

THE STATE AUDITOR

GOVERNOR AND GENERAL ASSEMBLY

1953



THE STATE AUDITOR
ALBANY, NEW YORK

LETTER OF TRANSMITTAL

To His Excellency, CAMERON MORRISON,

Governor of North Carolina.

SIR:—The following report on the proposed reorganization of the State Departments, Boards, and Commissions is herewith submitted for your consideration.

With the increased activities and new enterprises undertaken from time to time by the State, it has been inevitable that separate agencies be created to take care adequately of such works, but the State has outgrown many of its systems because of increased demands made upon it; and up to the time this organization work was attempted, nothing has been done toward simplifying the many agencies embracing the administrative work, nor an effort made to determine whether or not the various departments and boards—which have ably served—might not be improved and operated at less cost through a general recasting of the entire structure.

Such reorganization of administrative departments has been carried on and successfully accomplished in eight states, namely: Illinois, Ohio, Nebraska, Idaho, California, Massachusetts, Washington, and Maryland. Several other states, notably New York, will undoubtedly put through a similar plan of reorganization in the near future.

The premise on which the work here has been conducted was not to criticise the existing organization, but to improve the efficiency and effectiveness of our State agencies, which are capably managed under expert guidance. The recommendations are the result of several months of close and careful study of the various departments, boards, and commissions, and the laws creating and governing them, and which they are required to administer.

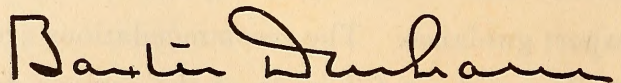
It was found that sixty-six separate and distinct State agencies, not including the institutions, are today carrying on the State's business. It is proposed that these various boards and commissions be consolidated into sixteen major departments, headed in each instance by the constitu-

tional officers; and commissioners appointed by the Governor by and with the consent of the Senate. The report recommends that some thirty-six boards and commissions, as such, be abolished, but their functions be continued and transferred to those departments to which they are related. The present elective officials, now numbering fourteen, will, if the recommendations are enacted into law, be reduced to the seven constitutional officers, and the balance will be appointed by the Governor.

The recommendations require statutory action only, and are embodied in an act known as "The Civil Administrative Code of North Carolina," which outlines the proposed regrouping of the State departments, the transfer of powers and duties of those agencies which are to be abolished under the act, and powers and duties of the proposed departments. In other words, the Code provides the machinery whereby the General Assembly can act and make the reorganization effective.

I do not attempt to forecast the savings which may be made should these recommendations for simplifying and improving the State departments be written into the law. Similar reorganizations made in the states mentioned above have resulted, according to statements of the respective governors, in large economies. However, the great merit of the proposals, it seems to me, lies in the indirect saving reflected through increased efficiency, adequate provision for existing conditions as well as future growth, and above all, the rendition of greater and larger service to the people, factors whose value cannot be measured in terms of dollars and cents, but in terms of progress and service.

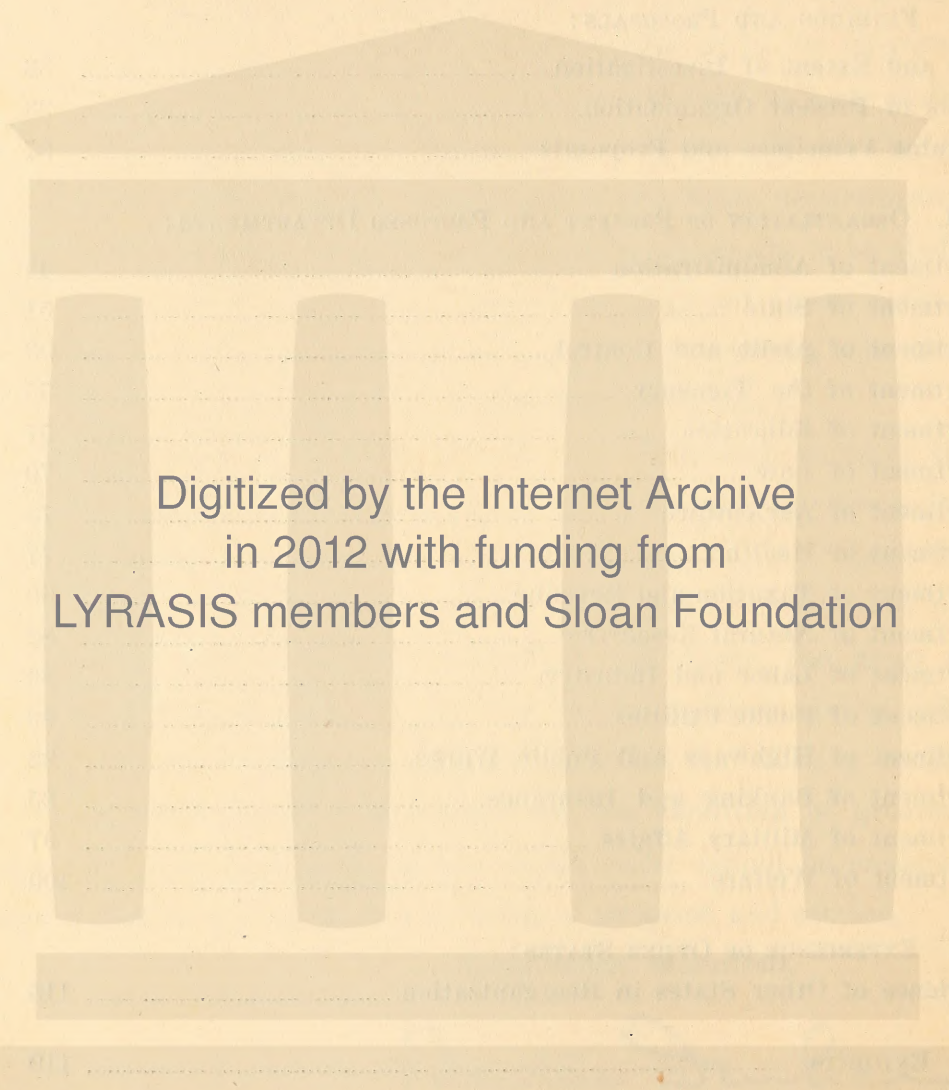
Respectfully submitted,

A handwritten signature in dark ink, reading "Barton Durham". The signature is fluid and cursive, with the first name "Barton" and last name "Durham" clearly distinguishable.

State Auditor.

CONTENTS

PART I. SUMMARY OF RECOMMENDATIONS :	PAGE
Present and Proposed Departments, Boards and Commissions.....	9
Adoption of Recommendations.....	13
Summary of Organization of Proposed Departments.....	15
 PART II. FINDINGS AND PROPOSALS :	
Scope and Extent of Investigation.....	33
Defects of Present Organization.....	33
Governing Principles and Proposals.....	37
 PART III. ORGANIZATION OF PRESENT AND PROPOSED DEPARTMENTS :	
Department of Administration	43
Department of State	51
Department of Audit and Control.....	53
Department of the Treasury	55
Department of Education	57
Department of Law	70
Department of Agriculture	73
Department of Health	77
Department of Taxation and Revenue.....	80
Department of Natural Resources	82
Department of Labor and Industry.....	86
Department of Public Utilities.....	90
Department of Highways and Public Works.....	92
Department of Banking and Insurance.....	95
Department of Military Affairs	97
Department of Welfare	100
 PART IV. EXPERIENCE OF OTHER STATES :	
Experience of Other States in Reorganization.....	115
 PART V. EXHIBITS	119



Digitized by the Internet Archive
in 2012 with funding from
LYRASIS members and Sloan Foundation

PRESENT AND PROPOSED DEPARTMENTS, BOARDS AND COMMISSIONS

PART ONE

SUMMARY OF RECOMMENDATIONS

PRESENT AND PROPOSED DEPARTMENTS, BOARDS AND COMMISSIONS

The administrative departments of the State will be limited to sixteen; the advisory and non-executive boards attached to such departments will be limited to fourteen. Thirty-nine boards and commissions and agencies will be abolished and their functions transferred to the proper department.

The following table summarizes: (1) the proposed departments; (2) advisory boards which are to be established or continued; and (3) the agencies which are to be abolished and their functions, coördinated with the proposed departments. Proposed transfer of nonrelated functions from one department to another is not shown here.

I. DEPARTMENT OF ADMINISTRATION

Administrative Head—Governor.

Appointment and Term—Elected, four years.

Advisory Board (continued)—Council of State.

Agencies Abolished and Functions Transferred—

- Board of Internal Improvements
- Board of Public Buildings and Grounds
- Printing Commission
- State Board of Pensions
- Budget Commission
- Salary Standardization Board
- Appomattox Commission

II. DEPARTMENT OF STATE

Administrative Head—Secretary of State.

Appointment and Term—Elected, four years.

Advisory Board—None.

Agencies Abolished and Functions Transferred—

- State Board of Elections
- Board of State Canvassers
- Municipal Board of Control

III. DEPARTMENT OF AUDIT AND CONTROL

Administrative Head—State Auditor.

Appointment and Term—Elected, four years.

Advisory Board—None.

IV. DEPARTMENT OF THE TREASURY

Administrative Head—State Treasurer.

Appointment and Term—Elected, four years.

Advisory Board—None.

V. DEPARTMENT OF EDUCATION

Administrative Head—Superintendent of Public Instruction.

Appointment and Term—Elected, four years.

Advisory Boards (continued)—State Board of Education, Board for Vocational Education, Historical Commission.

Agencies Abolished and Functions Transferred—

Text-book Commission

State Committee on High School Text-books

Library Commission

Trustees, State Library

Trustees, Law Library

College Commission

Board of Accountancy

Board of Architectural Examination and Registration

Board of Chiropody Examiners

Board of Chiropractic Examiners

Board of Dental Examiners

Board of Embalmers

Board of Registration for Engineers and Land Surveyors

Board of Medical Examiners

Board of Examiners in Optometry

Board of Osteopathic Examination and Registration

Board of Pharmacy

Board of Examiners of Trained Nurses

Board of Veterinary Medical Examiners

VI. DEPARTMENT OF LAW

Administrative Head—Attorney-General.

Appointment and Term—Elected, four years.

Advisory Board—None.

Agencies Abolished and Functions Transferred—

Commission for Revision of the Laws

VII. DEPARTMENT OF AGRICULTURE

Administrative Head—Commissioner of Agriculture.

Appointment and Term—By Governor, consent of Senate, four years.

Advisory Boards (continued)—State Board of Agriculture, Joint Committee for Agricultural Work.

Agencies Abolished and Functions Transferred—

Crop Pest Commission
State Standard Keeper

VIII. DEPARTMENT OF HEALTH*Administrative Head*—Commissioner of Health.*Appointment and Term*—By Governor, consent of Senate, four years.*Advisory Board* (continued)—State Board of Health.*Agencies Abolished and Functions Transferred—*

Quarantine Board
Board of Trustees, N. C. Orthopædic Hospital

IX. DEPARTMENT OF TAXATION AND REVENUE*Administrative Head*—Commissioner of Revenue.*Appointment and Term*—By Governor, consent of Senate, four years.*Advisory Board*—None.*Agencies Abolished and Functions Transferred—*

State Board of Equalization

X. DEPARTMENT OF NATURAL RESOURCES*Administrative Head*—Commissioner of Natural Resources.*Appointment and Term*—By Governor, consent of Senate, four years.*Advisory Board* (established)—Commission on Natural Resources.*Agencies Abolished and Functions Transferred—*

Geological Board
Fisheries Commission Board
Audubon Society*

XI. DEPARTMENT OF LABOR AND INDUSTRY*Administrative Head*—Commissioner of Labor and Industry.*Appointment and Term*—By Governor, consent of Senate, four years.*Advisory Board* (established)—Industrial Council.*Agencies Abolished and Functions Transferred—*

Board of Commissioners of Navigation and Pilotage

XII. DEPARTMENT OF PUBLIC UTILITIES*Administrative Head*—Public Utilities Commissioners (3).*Appointment and Term*—By Governor, consent of Senate, six years, overlapping.*Advisory Board*—None.

*As relating to enforcement of bird and game laws only.

XIII. DEPARTMENT OF HIGHWAYS AND PUBLIC WORKS

Administrative Head—Commissioner of Highways and Public Works.

Appointment and Term—By Governor, consent of Senate, four years.

Advisory Board (continued)—State Highway Commission.

XIV. DEPARTMENT OF BANKING AND INSURANCE

Administrative Head—Commissioner of Banking and Insurance.

Appointment and Term—By Governor, consent of Senate, four years.

Advisory Board—None.

XV. DEPARTMENT OF MILITARY AFFAIRS

Administrative Head—Adjutant General.

Appointment and Term—By Governor, consent of Senate, four years.

Advisory Board—None.

Agencies Abolished and Functions Transferred—

Soldier Settlement Board

XVI. DEPARTMENT OF WELFARE

Administrative Head—Commissioner of Welfare.

Appointment and Term—By Governor, consent of Senate, four years.

Advisory Boards (continued or established)—State Board of Charities, Advisory Board of Parole, Public Welfare Council, Commission on Mental Hygiene.

Agencies Abolished and Functions Transferred—

Child Welfare Commission

Board of Directors, Hospital for the Dangerous Insane

TEMPORARY COMMISSIONS

The following temporary commissions will automatically cease to function upon completion of their respective assignments:

Reconstruction Commission

Railroad Stock Commission

Memorial Building Commission

Special Legislative School Commission

ADOPTION OF RECOMMENDATIONS

Every recommendation offered in the following summary may be put into effect by enactment of statutory law and without amending the Constitution. This plan has been followed not because constitutional revision is unnecessary, but because the difficulty encountered in such course would greatly retard and delay adoption of the consolidation plan. Rather than jeopardize the entire program through insistence upon constitutional amendments at the outset, we frankly accept facts as they exist and urge approval by the executive officers and General Assembly of the plan herein set forth, fully confident that once effected through statutory enactment, constitutional amendment will logically follow.

The proposals represent what we believe practicable and workable at this time. We believe they are the best that can be made without touching the Constitution; but upon adoption it is imperative that steps be taken to further simplify the State government and to insure permanency of the reorganization. To this end, the following amendments are necessary and urged:

1. An amendment to the Constitution which would reduce the present elective constitutional officers to three, namely, the Governor, Lieutenant-Governor and the Auditor, the latter, as the chief fiscal officer of the State, rightfully retaining his independent status. This means that the Secretary of State, Treasurer, Superintendent of Public Instruction and Attorney-General will be appointed by the Governor as will the heads of the other administrative departments. This will complete the placement of authority and responsibility in the hands of the Governor, making real Section 1, Article III, of the Constitution, which provides that in the Governor "shall be vested the supreme executive power of the State."

2. An amendment to the Constitution which provides for an Executive Budget, that is, a budget initiated by the Governor, as the responsible head of the State government, who will be charged in the first instance with the collecting, reviewing and revision of the departmental estimates of proposed expenditures, and the presentation to the General Assembly of such data, together with anticipated revenues and a general balance sheet of the State's assets and liabilities.

3. An amendment to the Constitution changing the membership of the State Board of Education, now an *ex officio* body composed of the seven constitutional officers. Under this amendment the State Board of Education would consist of seven members, two to be women, appointed by the Governor with the consent of the Senate. Their term of office would be seven years, one to expire each year.

4. An amendment to the Constitution which would fix therein the proposed reorganization plan in its entirety, mentioning the proposed departments, sixteen in number, and method of appointment and removal of department heads. This amendment is most important of

all for it is the only way to guarantee permanency of structure and to limit the establishment of new departments. Even though the proposed plan of reorganization set forth in the following pages were made effective by enactment of the 1923 General Assembly, nothing save an amendment to the Constitution would prevent succeeding general assemblies, if so inclined, from completely changing the scheme of returning to the old system of creating boards and commissions without plan or purpose.

To sum up, our recommendations may be stated as (1) adoption of the plan of reorganization as indicated in these pages; (2) trial of the proposed plan for a period of two years, thus providing opportunity for making desirable revision; (3) adoption of constitutional amendments which would permanently secure the plan, fix complete executive authority and responsibility, and prevent aimless expansion of departments and boards.

PURPOSE OF STATE REORGANIZATION

Detailed discussion of the recommendations made in the following pages and reasons for their adoption are given in another section of this report.

The objects of these proposed changes are:

1. To centralize, as far as possible, executive authority and responsibility in the Governor, making him in fact, as well as in name, the chief executive officer of the State.
2. To simplify the organization of the State Government through the establishment of a few major departments representing the grouping of related functions now performed wholly or in part by the numerous existing departments, boards and commissions.
3. To provide an intelligent plan for the future growth of the State's activities and to limit the addition of independent and unnecessary State agencies.
4. To effect retrenchment of expenditure and economy of operation.

Elective Officers

The elective officers will be reduced from fourteen to seven, namely, the Governor, Lieutenant-Governor, Secretary of State, Auditor, Treasurer, Superintendent of Public Instruction and Attorney-General. These are the present constitutional officers and their term of office shall continue to be four years.

The Commissioner of Agriculture, the three members of the Corporation Commission, Insurance Commissioner, Commissioner of Labor and Printing and Commissioner of Revenue, as well as the heads of all other departments, will be appointed by the Governor for a term of four years, with the consent of the Senate, and removable by him.

The change from the election to appointment of these seven officers require only statutory revision.

SUMMARY OF ORGANIZATION OF PROPOSED DEPARTMENTS

There are sixty-six independent and isolated departments, boards and commissions in the State government. Four of these, the Reconstruction Commission, Railroad Stock Commission, Memorial Building Commission and Special Legislative School Commission are temporary and will automatically cease to exist upon completion of their specific work. The remaining sixty-two will be consolidated into sixteen major departments as follows:

- Department of Administration
- Department of State
- Department of Audit and Control
- Department of The Treasury
- Department of Education
- Department of Law
- Department of Agriculture
- Department of Health
- Department of Taxation and Revenue
- Department of Natural Resources
- Department of Labor and Industry
- Department of Public Utilities.
- Department of Highways and Public Works
- Department of Banking and Insurance
- Department of Military Affairs
- Department of Welfare

Department of Administration

The head of the Department of Administration will be the Governor, whose term will be four years.

The Department of Administration will consist of

1. Bureau of Administration.
2. Bureau of Purchase and Supplies.
3. Office of the Superintendent of
Public Buildings and Grounds.

The Bureau of Administration will be in charge of a director appointed by the Governor and removable by him. The Bureau will be organized into divisions if the volume of work so warrants. The director will appoint the division chiefs, staff assistants and other employees of the Bureau. It will perform the following functions:

1. Preparation of the budget under the general supervision of the Governor.

2. Standard classification of salaries and positions of all State employees.
3. Departmental investigations and studies.
4. Investigation and supervision of all corporations or works of internal improvements in which the State is a party or has an interest.
5. Standardization of the form and content of all departmental and institutional reports, and the review of subject matter.
6. Supervision of State pension system.

The activities of the Budget Commission, Salary Standardization Board, Board of Internal Improvements and State Board of Pensions will be transferred to the Bureau of Administration, and these boards and commissions as such will be abolished.

The Bureau of Purchase and Supplies will be supervised by a director appointed by the Governor and removable by him. It will be organized into divisions under the supervision of division chiefs appointed by the director should conditions warrant. It will have the following activities:

1. The purchase of supplies, equipment and materials for all State departments and institutions.
2. Supervision of all State printing. This will include the proof-reading and publication annually, of all departmental and institutional reports.
3. Supervision of central mailing system, mimeographing and multi-graphing.

The Printing Commission will be abolished and its functions transferred to the Bureau of Purchase and Supplies. State printing will be transferred from the present Department of Labor and Printing and supervised in this Bureau.

The office of Superintendent of Public Buildings and Grounds will be in the charge of a Superintendent appointed by the Governor for a term of four years, and removable by him. This officer will have supervision and custody of the Public Buildings and Grounds, and he will administer the functions of the North Carolina Appomattox Commission and the Board of Public Buildings and Grounds which will be abolished. His work will involve direction of heating, painting, wiring, roofing and plumbing repairs, gardening, care of trees, repair of walks and janitorial service. He will appoint all custodians, janitors and other employees for the Capitol, Administration Building, State Departments Building, and Agricultural Building.

The Council of State will continue as at present, but a Governor's Cabinet will be established consisting of the Council and the other department heads. Its duties will be advisory as at present. The Council will constitute the executive committee of the cabinet.

These changes require only statutory revision.

Department of State

The head of the Department of State will be the Secretary of State elected as at present, for a term of four years.

The Department of State will be organized into three bureaus as follows:

1. Bureau of Records
2. Corporation Bureau
3. Bureau of Elections

There will be a director in charge of each Bureau, appointed by the Secretary of State and who shall serve at his pleasure.

The Municipal Board of Control will be abolished and its functions transferred to the Corporation Bureau.

The State Board of Elections and Board of State Canvassers will be abolished and their duties transferred to the Bureau of Elections.

The Automobile License Bureau now under the supervision of the Secretary of State will be known as the Bureau of Motor Vehicles and transferred to the proposed Department of Taxation and Revenue.

These recommendations require only statutory changes.

Department of Audit and Control

The head of the Department of Audit and Control will be the Auditor, who will be elected for a term of four years.

The Auditor will continue his present functions which relate directly to the audit and control of State revenues and expenditures and the audit of county receipts and disbursements. Pending installation of the State's new accounting system which will necessitate certain changes in the Auditor's office, no recommendations are made here as to the Bureau organization of this Department.

The State Board of Pensions, of which the Auditor is a member, will be abolished and the review of pension applications submitted by county boards of pensions and the revision of the pension rolls will be transferred to the Bureau of Administration in the Department of Administration. The Auditor will continue to issue pension warrants.

The issuance of franchise tax statements to corporations and collection notices to county officers, and supervision of the license tax on Pullmans and parlor cars will be transferred to the Department of Taxation and Revenue.

The above changes require only statutory revision.

Department of the Treasury

The head of the Department of the Treasury will be the Treasurer elected for a term of four years.

The Treasury Department will be responsible for the current receipt, custody and control of all public revenues from whatever source and

the disbursement thereof. It will also supervise the handling of bond issues as provided under the law. The Department will collect no taxes, such being the function of the Department of Taxation and Revenue, but such taxes and other revenues irrespective of the collecting agency, will be turned over currently to the Department of the Treasury as required by statute.

These changes require statutory enactment only.

Department of Education

The Superintendent of Public Instruction will continue as the head of the Department of Education, and will be elected as at present for a term of four years.

The State Board of Education will continue its present membership, i.e., the seven constitutional officers, but except as provided in the Constitution, its functions shall be advisory. The administrative functions of the Board will be vested in the Superintendent. The engineering and taxation functions of the Board in regard to the reclamation and assessment of swamp lands will be transferred to the departments of Highways and Public Works and Taxation and Revenue respectively.

The Department will be organized as follows:

1. Bureau of Administration:
 - Division of Plans and Buildings
 - Division of Publications and Text-books
 - Division of Statistics and Research
 - Division of Attendance
 - Division of Office Management
2. Bureau of Elementary and Secondary Education:
 - Division of Certification
 - Division of Teacher-Training
 - Division of Negro Education
 - Division of Inspections
 - Division of Illiteracy
 - Division of Physical Training and Recreation
3. Bureau of Extension
4. Bureau of Vocational Education
5. Bureau of Registration
6. Bureau of Libraries
7. Bureau of History and Archives

Each Bureau with the exception of the Bureau of Administration, will be under the supervision of a Director appointed by the Superintendent of Public Instruction, who will serve at his pleasure. The Superintendent of Public Instruction will be in charge of the Bureau of Administration; and he will also assume the duties of the College Commission for Regulating Degrees which will be abolished.

The Text-book Commission and the State Committee on High School Text-books will be abolished and their duties transferred to the Division of Publications and Text-books of the Bureau of Administration.

The duties of the State Board for Vocational Education will be transferred to the Bureau of Vocational Education. In order to meet the requirements of the federal law under which federal aid is given, a Board consisting of the Superintendent of Public Instruction, the Director of the Bureau of Elementary and Secondary Education and the Director of the Bureau of Vocational Education will be established.

The existing State boards for the examination, registration and certification of applicants to practice in thirteen professions and quasi-professions will be abolished and their duties transferred to the Bureau of Registration. The Bureau will pass upon the qualification of applicants which are prescribed in the law, but in the final review of such applications, the examination and grading of papers, special examiners will be appointed for each profession or quasi-profession represented. These appointments will be made by the Superintendent of Public Instruction upon the recommendation of the several State societies or associations. The examiners will be paid a per diem rate and necessary expenses as determined by the Superintendent of Public Instruction. All receipts from fees and other sources will be paid into the State Treasury. The Bureau will keep the necessary records and registers, and it will issue in the name of the Department all licenses, both original and renewals. It will also handle the finances of the present boards.

The following professions and quasi-professions will be included in the scope of the Bureau's activities:

- Accountancy
- Architecture
- Chiropody
- Chiropractic
- Dentistry
- Embalming
- Engineering and Surveying
- Medicine
- Optometry
- Osteopathy
- Pharmacy
- Nursing
- Veterinary Medicine

The Bureau of Libraries will supervise all State libraries and library activities. The State Library Board will be abolished and its functions transferred to this Bureau. The Legislative Reference Library and the Law Library will be removed from the jurisdiction of the Historical Commission and Justices of the Supreme Court respectively, and placed under the management of the Bureau of Libraries. Books for the Law

Library will be purchased on the recommendation and order of the Justices of the Supreme Court in so far as available funds permit. The Library Commission will be abolished and its functions transferred to this Bureau.

The Bureau of History and Archives will assume the administrative functions of the Historical Commission, other than those pertaining to the Legislative Reference Library. The Historical Commission will continue in an advisory capacity to the Bureau. The director of the Bureau of History and Archives will be appointed by the Superintendent of Public Instruction on the recommendation of the Historical Commission.

The advisory functions of the State Library Board and Trustees of the Law Library will be carried on by the State Board of Education.

The boards of trustees of the University of North Carolina, the State College of Agriculture and Engineering, the Women's College of North Carolina, and the Negro Agricultural and Technical College will each consist of twenty members, appointed by the Governor with the consent of the Senate, from the respective Judicial Districts of the State. Their term of office shall be five years, four expiring each year. The Governor and Superintendent of Public Instruction shall be *ex officio* members of each of these boards, thus giving important representation from the State Board of Education. The Governor shall have the power to remove any member of such boards and shall fill all vacancies.

The following normal schools will be placed under the supervision of the Department of Education as indicated :

East Carolina Teachers' College
Cullowhee Normal and Industrial School
Appalachian Training School for Teachers
Cherokee Indian Normal School
Negro Normal School at Fayetteville
Negro Normal School at Elizabeth City
Slater Industrial and State Normal School for Negroes

The Department of Education will exercise the same jurisdiction over the East Carolina Teachers' College as it now does in regard to the six normal schools. The board of trustees of each of these institutions shall consist of five members who shall be appointed by the State Board of Education for a term of five years, one to expire each year. The State Board shall have power to remove any member and shall fill all vacancies. The Superintendent of Public Instruction shall appoint the president or principal of each of the above named institutions and may remove same for cause. Members of the teaching staffs and other employees shall be appointed by the respective presidents or principals, subject to the approval of the local boards of trustees.

These changes require only statutory enactment.

Department of Law

The head of the Department of Law shall be the Attorney-General elected as at present for a term of four years.

He shall receive a salary commensurate with the responsibilities of his office and the present allowance of fees shall be stopped, but he shall not be required to give his entire time to the duties of the office. He shall continue as the chief legal officer of the State in which capacity he or his deputies shall represent the State in its entirety in all actions. Except in cases of emergency and when approved by the Governor, no department or State agency may employ special counsel. Routine legal work in court and out, rulings and legal interpretations will be handled in the office of the Attorney-General, which shall constitute the central legal agency of the State.

The Commission for the Revision of the Laws will be abolished, and its duties which involve the consolidation of the statutes will be transferred to the Department of Law. Deputies or other legal assistants assigned to this work will also be charged with the drafting and revision of all bills and amendments, and no bill should be introduced in the General Assembly which has not been reviewed in the Department of Law and approved as to constitutionality, conformity with existing statutes, statutory reference and legal phraseology.

Department of Agriculture

The head of the Department of Agriculture will be a Commissioner of Agriculture appointed by the Governor with the consent of the Senate, for a term of four years.

The Board of Agriculture will consist of ten members who shall be appointed by the Governor with consent of the Senate, one from each Congressional District. The Commissioner will not be a member of the Board. Their term shall be five years, two to expire each year, and their duties advisory only.

The Board will review the financial operations of the Department, receive and manage bequests, and assist the Commissioner in the formation of policies. The actual administration of the Department as such will be under the direction of the Commissioner. The Extension and Investigational activities of the Department will be under the supervision of the Director of Extension, who will be appointed by the Governor, with the consent of the Senate, for a term of four years.

The Department of Agriculture will consist of the following bureaus:

Regulatory and Departmental, (Under Commissioner)

Bureau of Administration

Veterinary Bureau

Bureau of Laboratories

Bureau of Inspections

Bureau of Museum

Extension and Experimental, (Under Director of Extension)

Bureau of Animal Industry
 Bureau of Agricultural Economics
 Bureau of Farm Management
 Bureau of Plants and Soils
 Bureau of Experiment Farms
 Bureau of Publications

Each Bureau will be in charge of a Director appointed by the Commissioner, or the Director of Extension, and organized into suitable divisions as conditions warrant.

The Joint Committee for Agricultural Work will be continued, but its functions will be advisory only.

The Crop Pest Commission as such will be abolished and its activities transferred to the Bureau of Plants and Soils.

The duties of the State Standard Keeper which relate to standard weights and measures will be transferred to the Bureau of Administration, and this position abolished.

The above changes require statutory revision only.

Department of Health

The head of the Department of Health shall be a Commissioner of Health appointed by the Governor, with the consent of the Senate, for a term of four years.

The State Board of Health shall continue, but consist of five members only, three of whom shall be registered physicians, one a practicing sanitary engineer, and one a woman, appointed by the Governor with the consent of the Senate for a term of five years, one to expire each year. The executive committee as such shall be abolished, and three members of the Board shall constitute a quorum. In the administration of the Department the duties of the Board shall be advisory only. The Board shall continue as Trustees *ex officio* of the Tuberculosis Sanatorium, and it shall also become the Board of Trustees of the Orthopædic Hospital. The Superintendents will be appointed and removed by the Commissioner of Health with the approval of the State Board of Health.

The Department shall be organized with the following Bureaus:

Bureau of Administration
 Bureau of Publicity and Education
 Bureau of Epidemiology
 Bureau of Vital Statistics
 Bureau of County Health Work
 Bureau of Venereal Diseases
 Bureau of Maternity and Infancy
 Bureau of Engineering and Inspection
 Bureau of Medical Inspection of Schools
 State Laboratory of Hygiene

The Bureau of Administration will be under the supervision of the Commissioner. The other Bureaus will be in charge of Directors appointed by the Commissioner.

The Bureau of Publicity and Education will handle, as a new Bureau, all of the educational publicity work of the entire department. The other Bureaus will continue as at present.

The State Quarantine Board will be abolished and its functions transferred to the Bureau of Epidemiology.

The above changes require statutory revision only.

Department of Taxation and Revenue

The head of the Department of Taxation and Revenue will be a Commissioner of Taxation and Revenue appointed by the Governor, with the consent of the Senate, for a term of four years, and who shall serve at his pleasure.

The Department of Taxation and Revenue will consist of two bureaus as follows:

1. Bureau of Administration
2. Bureau of Motor Vehicles

The Bureau of Administration will be responsible for the assessment, equalization, levy and collection of all taxes as provided under the law, including franchise taxes on corporations, gasoline inspection tax and tonnage tax on fertilizers, functions now performed by the State Auditor and Department of Agriculture respectively. Supervision of the taxing and collecting of gross premium receipts of insurance companies in this State now lodged with the Department of Insurance will be transferred to this Bureau. The latter will also assume the assessment and collection of taxes on real property improved through reclamation of adjacent State-owned swamp lands now performed by the State Board of Education, and the adjustment of property valuations now supervised by the State Board of Equalization. This Board will be abolished. The Bureau of Administration will also have charge of the general management of the department, determination of policy, promotion of suitable tax legislation, department budget, bookkeeping, correspondence and office routine.

The Bureau of Motor Vehicles will continue the present functions of the Bureau of Automobile Licenses transferred from the Secretary of State's office.

These bureaus will be organized into appropriate divisions as conditions warrant.

The above changes require statutory enactment only.

Department of Natural Resources

The head of the Department of Natural Resources will be a Commissioner of Natural Resources appointed by the Governor with the consent of the Senate for a term of four years.

A Commission on Natural Resources, consisting of five members, shall be appointed by the Governor with the consent of the Senate, for a term of five years, one term expiring each year. In the initial formation of the Commission the present Fisheries Commission Board, the State Geological Board and the Audubon Society of North Carolina will each be represented by one member. In the making of subsequent appointments the conservation elements and groups within the State should be considered. The Commission will act as an advisory board, and shall assist the Commissioner in the performance of his duties, and in establishing a policy of conservation. They shall supervise the finances of the department and perform its corporate functions, but they shall have no administrative power or responsibilities.

The Department shall be organized with the following Bureaus:

Bureau of Fish and Game
Bureau of Parks and Forests
Bureau of Water Power
Bureau of Administration

With the exception of the last named, each bureau shall be supervised by a director appointed by the Commissioner. The Bureau of Administration shall be under the supervision of the Commissioner.

The Bureau of Fish and Game will be charged with the State-wide enforcement of the fish, bird and game laws. The Audubon Society of North Carolina and specified counties will be relieved of local enforcement of these laws. Local game wardens will be appointed by the Director of the Bureau subject to the approval of the Commissioner. The Fisheries Commission Board will be abolished and its functions transferred to this Bureau. The activities of the Department of Agriculture and the Geological and Economic Survey relating to the propagation and cultivation of fish in inland waters of the State will also be transferred to this Bureau.

The Bureau of Parks and Forests will have under its jurisdiction the prevention and control of forest fires, the preservation of forest preserves and natural parks, conservation of forests and the development of a State Park Plan. These functions now performed by the Geological and Economic Survey and the Department of Agriculture will be transferred to this Bureau. The appointment of local forest wardens will be made by the director of this Bureau subject to the approval of the Commissioner.

The Bureau of Water Power will be charged with all activities relating to the location, preliminary survey and promotion of the natural

water-power resources of the State. Similar functions at present performed by the Geological and Economic Survey will be transferred to this Bureau.

The State Geological Board will be abolished and its functions transferred to the Department of Natural Resources and distributed as indicated in the foregoing.

The above changes may be made through statutory enactment.

Department of Labor and Industry

The head of the Department of Labor and Industry will be a Commissioner of Labor and Industry appointed by the Governor with the consent of the Senate for a term of four years.

An Industrial Council will be established, consisting of five members appointed by the Governor with the consent of the Senate for a term of five years, one to expire each year. It will be composed of one woman, a manufacturer, a physician, a lawyer and a representative of organized labor. A chairman will be elected from among the members, and three shall constitute a quorum. The Council shall have no administrative functions but shall advise the Commissioner as to the duties of his office, and assist in the formulation of a State labor policy. The Council will appoint a panel of fifty representative citizens from whom shall be drawn a Board of Arbitration and Conciliation for each specific labor dispute. Members of the panel shall serve at the pleasure of the Council.

The Department will consist of the following Bureaus:

Bureau of Administration and Statistics
Bureau of Inspection
Bureau of Employment

The Commissioner shall be in charge of the Bureau of Administration and Statistics and shall appoint directors of the Bureaus of Inspection and Employment.

The supervision of State printing and purchase of paper will be transferred to the Bureau of Purchase and Supplies in the Department of Administration.

The Board of Commissioners of Navigation and Pilotage will be abolished. The appointment and control of the Harbor Master at the Port of Wilmington will be transferred to the Federal authorities. The regulation of pilots, settlement of disputes, administering of the pilots' widows and orphans fund and other functions of the Board will be transferred to the Bureau of Administration and Statistics of the Department of Labor and Industry.

Additional bureaus will be created as required through the enactment of labor laws covering specific subjects such as workmen's compensation, State insurance fund and minimum wage.

The above changes may be made through statutory enactment.

Department of Public Utilities

The head of the Department of Public Utilities shall be a commission consisting of three members appointed by the Governor with the consent of the Senate for a term of six years, one to expire every two years. The Commission shall elect its own chairman, and two members shall constitute a quorum. One member shall be versed in problems of transportation, tariffs and rates; one shall be a lawyer, and the third member shall represent the public.

The duties of the Commission in so far as they relate to the control and regulation of public service corporations shall continue. Bank examination and supervision will be transferred to the Department of Banking and Insurance. The chairman shall be relieved of his duties as a member of the Municipal Board of Control and the State Board of Equalization. No member of the Commission shall be represented on any permanent State board, and each will devote his entire time to the regulation of the public utilities coming under the jurisdiction of the Commission.

The above changes require only statutory revision.

Department of Highways and Public Works

The head of the Department of Highways and Public Works will be the Commissioner of Highways and Public Works, who shall be appointed by the Governor for a term of four years with the consent of the Senate.

The State Highway Commission shall continue. It shall be composed of nine members, one to be appointed from each highway district of the State by the Governor with the consent of the Senate for a term of six years. Each group of three shall have overlapping terms. Their duties shall be advisory only, and their action recommendatory. They shall meet on the call of the Commissioner or at such times as a majority may decide, and they shall advise with him relative to the location, construction, improvement and maintenance of the State highways. The Commissioner shall be vested with the powers of the Commission, and he shall at all times have complete and final jurisdiction over the activities of the Department.

The Department will be organized as follows:

- Bureau of Highways
- Bureau of Engineering
- Bureau of Architecture
- Bureau of Administration

The Bureau of Highways will have charge of the construction and maintenance of the State Highway System, and it will take over the highway functions now exercised by the Geological and Economic Sur-

vey. It will be supervised by a Director known as the State Highway Engineer appointed by the Commissioner.

The Bureau of Engineering will take over all engineering projects undertaken by the State. It will handle all public works improvements. The reclamation of State swamp lands now under the supervision of the State Board of Education will be transferred to this Bureau. A Director known as the State Engineer will be in charge, and he shall be appointed by the Commissioner.

The Bureau of Architecture will prepare plans and specifications of and award contracts for the construction of permanent improvement of all State owned buildings and institutions. The powers of local boards of trustees with regard to construction work will be transferred to this Bureau. It shall be in charge of a director known as the State Architect appointed by the Commissioner.

The Bureau of Administration will be under the control of the Commissioner and will have charge of all finances and statistical work of the Department.

These changes may be effected through statutory enactment.

Department of Banking and Insurance

The head of the Department of Banking and Insurance will be the Commissioner of Banking and Insurance appointed by the Governor with consent of the Senate, for a term of four years.

The Department will be organized with three bureaus as follows:

Bureau of Insurance
Bureau of Bank Examination
Bureau of Administration

The Bureau of Insurance will continue the activities of the present Department of Insurance relating to enforcement of the insurance laws of the State, "Blue-Sky" law and fire-prevention laws. The supervision and collection of taxes on gross premium receipts of insurance companies doing business in this State will be transferred to the Bureau of Administration of the Department of Taxation and Revenue.

The regulation and examination of banks and trust companies will be transferred from the Corporation Commission to the Bureau of Bank Examination.

The Bureau of Administration will have charge of the Department's finances, policy, personnel and budget. It will be under the supervision of the Commissioner. A director for each of the other two bureaus will be appointed by the Commissioner.

The above changes require only statutory revision.

Department of Military Affairs

The head of the Department of Military Affairs will be the Adjutant General appointed by the Governor with the consent of the Senate for a term of four years.

The Department will be organized with three bureaus as follows :

Bureau of Administration
Bureau of Personnel
Bureau of Maintenance and Supplies

The Bureau of Administration will supervise department planning, policy and program, and will handle the finances of the Department.

The Bureau of Personnel will discharge the functions now imposed upon the Soldier Settlement Board which will be abolished, compile and control the personnel records of members of the militia and ex-service men.

The Bureau of Maintenance and Supplies will supervise the receipt and issue of all Federal and State military property. The duties now performed by the two property and disbursing officers will be transferred to the proper bureaus and these positions will be abolished.

The Adjutant General will be in charge of the Bureau of Administration and appoint Directors for the Bureaus of Personnel and Maintenance and Supplies.

The above changes require statutory revision only.

Department of Welfare

The Department of Welfare will represent in so far as is practicable, a consolidation of all social welfare activities of the State, performed in part by institutions for the defective, delinquent and dependent, the State Board of Charities in its inspectional relations with public and private institutions, the Child Welfare Commission, and the Departments of Health and Education, in so far as they relate to the physical and educational welfare of State charges.

The head of the Department of Welfare shall be the Commissioner of Welfare, appointed by the Governor with the consent of the Senate for a term of four years.

In addition, there will be a Council of Public Welfare, consisting of the Chairman of the Commission on Mental Hygiene, representing the four hospitals for the insane and defective, the Superintendent of the State Prison, the Commissioner of Welfare, the Superintendent of Public Instruction and the Commissioner of Health, representing the two schools for the blind and deaf, the two orphan asylums, the two industrial schools, the orthopædic and tuberculosis hospitals, and their respective departments.

The Council will have no administrative powers, but will act as a clearing house of information for all institutions and agencies, public and private, on matters affecting social problems. It will coördinate related activities in the field of public welfare, and will conduct investigational work and research in subjects related thereto. It will develop a State welfare program and policy, and its information thus gathered will be available to all departments and institutions. It shall make studies touching on institutional management and policy in coöperation with the institutional heads.

The Council shall elect its own officers, and shall appoint a paid secretary and other assistants to conduct its field studies and investigations. It shall meet at least monthly.

The Commission on Mental Hygiene, which shall be represented on the Council through its chairman, shall be composed of the president of each board of trustees and the superintendents of the four institutions for the mental defectives. The chairman shall be elected by the Commission. They shall meet at frequent intervals for the exchange of ideas in the management of their respective institutions and in other common problems. They shall, as far as practicable, coördinate their work with respect to such matters as farming, industrial activities, after-care and business methods.

The State Board of Charities will be composed of five members instead of seven as at present, one of whom shall be a woman. They shall be appointed by the Governor with the consent of the Senate, for a period of five years with overlapping terms. This board will continue its present inspectional functions relating to the care and treatment in all public and private institutions of the State, and will advise the Commissioner of Welfare in the administration of his office.

The Child Welfare Commission will be abolished and its functions transferred to the Department of Welfare. These activities will be in the charge of a Director of Child Welfare appointed by the Commissioner of Welfare.

The Hospital for the Dangerous Insane as such will be abolished and its present functions will be transferred to the three hospitals for the insane. Each will maintain a ward for the reception, care and treatment of criminally insane committed by competent authority. The State Hospital at Goldsboro will receive the colored criminally insane. The white criminally insane will be committed to the State hospitals at Raleigh and Morganton on the basis of residence. Such patients will be segregated from other patients and placed in separate wards under proper supervision.

The Advisory Board of Parole and prescribed functions will be continued, but it shall consist of the Superintendent of the State Prison, the Chairman of the Commission on Mental Hygiene and the Attorney-General as chairman *ex officio*.

The above changes may be effected through statutory enactment.

SCOPE AND EXTENT OF INVESTIGATION

The following investigation was conducted by the Department of the Interior, Bureau of Land Management, in accordance with the provisions of the Act of March 3, 1879, (20 Stat. 41), and the Act of March 3, 1897, (30 Stat. 29), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224).

The investigation was conducted by the Department of the Interior, Bureau of Land Management, in accordance with the provisions of the Act of March 3, 1879, (20 Stat. 41), and the Act of March 3, 1897, (30 Stat. 29), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224).

PART TWO

FINDINGS AND PROPOSALS

The results of the investigation are as follows:

1. The investigation was conducted by the Department of the Interior, Bureau of Land Management, in accordance with the provisions of the Act of March 3, 1879, (20 Stat. 41), and the Act of March 3, 1897, (30 Stat. 29), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224).
2. The investigation was conducted by the Department of the Interior, Bureau of Land Management, in accordance with the provisions of the Act of March 3, 1879, (20 Stat. 41), and the Act of March 3, 1897, (30 Stat. 29), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224).
3. The investigation was conducted by the Department of the Interior, Bureau of Land Management, in accordance with the provisions of the Act of March 3, 1879, (20 Stat. 41), and the Act of March 3, 1897, (30 Stat. 29), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224).
4. The investigation was conducted by the Department of the Interior, Bureau of Land Management, in accordance with the provisions of the Act of March 3, 1879, (20 Stat. 41), and the Act of March 3, 1897, (30 Stat. 29), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224).
5. The investigation was conducted by the Department of the Interior, Bureau of Land Management, in accordance with the provisions of the Act of March 3, 1879, (20 Stat. 41), and the Act of March 3, 1897, (30 Stat. 29), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224).
6. The investigation was conducted by the Department of the Interior, Bureau of Land Management, in accordance with the provisions of the Act of March 3, 1879, (20 Stat. 41), and the Act of March 3, 1897, (30 Stat. 29), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224).
7. The investigation was conducted by the Department of the Interior, Bureau of Land Management, in accordance with the provisions of the Act of March 3, 1879, (20 Stat. 41), and the Act of March 3, 1897, (30 Stat. 29), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224), and the Act of March 3, 1909, (35 Stat. 224).

The following are the findings and proposals of the investigation:

Recommendations of the Department of the Interior

The Department of the Interior, Bureau of Land Management, recommends that the following be done:

SCOPE AND EXTENT OF INVESTIGATION

In collecting necessary data on which subsequent critical comments and constructive proposals are based, the first consideration was to obtain the facts as to the existing structure.

These facts were obtained from three sources:

1. Study of the Constitution as affecting departmental organization, constitutional officers and delegation of powers and responsibilities.
2. Examination of all laws pertaining to the establishment, organization, overhead and function of each department, board, commission and institution. The Consolidated Statutes, which bring all existing laws through 1919, and all public laws passed at the extra session of the General Assembly in 1920, the regular and extra sessions of 1921, were carefully studied and briefed.
3. Examination of departmental reports and publications.

These studies disclosed that the organization of the State of North Carolina consists of sixty-six administrative departments, boards and commissions, and twenty-eight educational, charitable and correctional institutions. The preparation of such a list involved considerable effort, for it is the first complete list which has been set up. For each of these agencies there was prepared in condensed and succinct form, a description of its primary functions, with corresponding duties and responsibilities of each administrative officer. Owing to press of time, it was impossible to make a thorough study of each department to determine additional functions not specifically mentioned in the laws.

DEFECTS OF PRESENT ORGANIZATION

The results of the examination to date reveal the following conditions which characterize the present organization:

1. Withholding of authority from the Governor
2. Divided authority in appointment and control
3. Adding new activities without plan or proper coördination
4. Duplication and overlapping of functions
5. Grouping of nonrelated functions within a single department
6. Scattering of related functions
7. Preponderance of *ex officio* boards

These conditions, with specific examples, are described in the paragraphs following.

Withholding of Authority From the Governor

The Governor is held responsible for efficient conduct of the affairs of this State and yet adequate authority over department heads and policies is consistently withheld. This denial is manifested first in the prepon-

derance of elective officers. Twelve administrative officers (excluding the Governor and Lieutenant-Governor) are elected by the voters, and each is an independent official in sole charge of his respective department. The Constitution provides for the election of six officers besides the Governor, and the General Assembly has from time to time increased this number to fourteen.

Second, this denial of authority is shown in the tendency of the General Assembly to give undue powers to several departments, both as to function and expenditures. To a large degree, each of such departments is set up as a separate entity without recognition of the desirability of a unified organization under central control and uniform policy. The elective department heads feel their responsibility, but it is a responsibility considered in terms of individual departmental importance rather than of their inter-relationship. The departments, as a rule, are isolated entities, not component parts of a single whole. Evidence of this fact is strikingly brought out in the North Carolina Manual for 1921, which states that the Department of Agriculture "is to a considerable extent a sub-legislature." In other words, the election of administrative heads and the delegation of undue administrative powers and control over departmental revenue other than appropriations, explain in large part the weakness of the existing organization.

Divided Authority in Appointment and Control

A basic defect in the present organization is the limitation of the Governor's power of appointment and control of administrative officers and boards. At the present time, of the ninety-six State departments, institutions, boards and commissions (not including the Governor and Lieutenant-Governor), thirty-six department heads, officers, boards and commissions and twelve institutional boards are appointed or elected independently of the Governor. In the appointment and control of ten department heads, boards and commissions and two institutional boards, authority of the Governor is divided or limited. In the appointment and control of only twenty-three department heads, boards and commissions and thirteen institutional boards is the authority of the Governor complete.

There are thirteen separate and distinct methods of appointing ninety-six department heads, boards and commissions. The number of members of sixty-one boards and commissions vary from three to one hundred and two. Members of fifty-seven boards, commissions and other agencies hold office from one to eight years; one at the pleasure of the Governor, and seven are not specified in the law. The foregoing data are included among the exhibits of this report.

Such dissipation of executive authority, scattering of control, diversified methods of appointment, and irregularities in terms of office and board membership, point to the need for changes which will make for

uniformity of administrative policy, simplicity of organization and the fixing of executive responsibility.

Adding New Activities Without Plan or Proper Coördination

The present layout of sixty-six widely scattered and independent departments, boards and commissions is the result of piece-meal legislation. No effort has been made to correlate these agencies or to bring them into a proper functional scheme of organization. As a result of creating such a miscellaneous assortment of governmental units, fundamental organization defects are apparent at every turn. The most important, with concrete examples, are submitted in the following paragraphs. These are shown in their entirety as exhibits.

Duplication and Overlapping of Functions

Three departments are performing distinct engineering functions, namely, State Board of Education, in the reclamation of swamp lands; the Geological and Economic Survey in the coöperation with local authorities in the construction of highways and surveying of proposed agricultural districts; and the State Highway Commission in the construction and maintenance of roads.

Seven departments, namely, the Treasurer's office, State Board of Education, Department of Revenue, Insurance Department, Secretary of State's office, the Department of Agriculture, and Auditor's office are performing functions of taxation, such as assessment and equalization of property valuation, supervision and collection of taxes.

The Department of Agriculture, the Geological and Economic Survey, Department of Labor and Printing, Fisheries Commission Board, and the Audubon Society are each performing certain functions pertaining to the conservation of natural resources.

The Library Commission and State Board of Education are both engaged among other pursuits, in the work of establishing and supervising rural libraries.

The Superintendent of Public Instruction and State Board for Vocational Education are both charged with vocational work relating to agriculture, manual training, and home economics.

The Historical Commission and the Appomattox Commission are separately engaged in the marking and preservation of historical sites.

The Historical Commission and the State Library Board collect and preserve historical documents.

Grouping of Nonrelated Functions Within a Single Department

The following examples are illustrative of the widespread condition whereby one department is performing two or more unrelated functions:

The Department of Labor and Printing collects labor statistics, supervises the printing of the State and compiles data on the natural resources of the State.

The Corporation Commission not only has charge of the regulation of public utilities, but has jurisdiction over bank examination and inspection, and in addition, its chairman is an *ex officio* member of the State Board of Equalization. The latter function is a left-over of the former law which made the Corporation Commission the State Tax Commission as well, a function recently placed in the newly created Department of Revenue.

The Department of Agriculture has as its primary duty the promotion of agricultural interests of the State, but in addition is also charged with the administering of certain laws affecting natural resources.

The Secretary of State not only discharges the duties which are commonly placed in that office, but also has complete jurisdiction over the issuance of automobile licenses and certificates and the collection of automobile license tax and gasoline road tax.

The Historical Commission, in addition to its primary function of collecting and preserving historical documents, also supervises and directs the Legislative Reference Library.

The Department of Insurance, in addition to its proper function of regulating all classes of insurance companies doing business in this State, is charged with the collection of taxes on gross premium receipts, which in principle, is comparable to the collection of the income tax, and as such, a taxation function.

Scattering of Related Functions

The functions of assessment and taxation now repose in seven departments; those relating to natural resources are performed wholly, or in part, by five separate agencies; engineering functions are supervised by three agencies; library work is scattered among five separate boards and departments; child welfare functions are divided among two boards, and janitorial work is scattered among three agencies.

Preponderance of Ex Officio Boards

One of the most forceful evidences of the division of authority and absence of centralized control is shown in the practice of creating *ex officio* boards. At the present time there are in the State government sixteen boards whose membership is exclusively *ex officio*. The complete chart of these boards and membership is shown as an exhibit.

The evils of a preponderance of *ex officio* boards are three:

First, it necessitates representation by administrative officers on a number of boards which have little or no relation to their own work; second, the scattering of functions which in most instances could be more effectively performed by some existing department; and third, the performance, in certain cases, of administrative instead of advisory functions, a condition affording large possibility of friction or duplication between the board and its nominal executive officer.

GOVERNING PRINCIPLES AND PROPOSALS

Administrative consolidation had its beginning in the formation of our national government 146 years ago. A few major departments under heads appointed by the President, constituted the entire Federal organization; and in spite of the multitudinous activities which have since been added, our Government, the largest and most comprehensive in the world, has but ten departments, each of which is administered by a head, not elected by the people, but appointed by the President.

The subject of administrative consolidation as applied to State organization has engaged the attention of students of government and statesmen for more than a decade. It has passed the stage of class-room theorizing and has been successfully adopted in a number of states. Before an attempt is made to re-shape the administrative structure of North Carolina, there must be acceptance of certain principles upon which all sound organization is predicated.

Centralized Executive Authority

Real democratic government requires the placing of genuine, not theoretical authority, in the hands of its chief executive. The people hold the Governor responsible for proper administration of the affairs of their State, but at the same time are afraid to give him necessary authority. This fear is based upon a traditional distrust of Czardom handed down from the age when the ruler was the sole law-making and law-administering power. It should be borne in mind that the office of Governor is not inherited, nor does he exercise his powers through divine right. He is elected by the people for four years. The average man's idea of democratic government is the holding of periodic elections of the peoples' representatives. Actually, it is accountability of these representatives to the people. If we believe in the Constitution of the United States, and in the form of government under which we live, we can hold no valid objection to the principle of making the Governor responsible to the people who have placed him in charge, but such responsibility carries with it equal authority; the Governor cannot be held accountable for the acts of subordinates over whom he has no control. We must not expect administrative efficiency if the hands of the chief executive are tied.

In this connection the comments of Ex-Governor Bickett in his message to the 1917 General Assembly and reiterated in his message in 1919 are illuminating. The Governor said:

"There is something attractive to the popular mind in the theory that all the people select (administrative) officials, but the truth is that the people do no such thing. A few men, an average of not more than three select themselves as candidates and then people are accorded the privilege of saying in the primaries which of these three is least objectionable. There never was a more tragic delusion than the one that the people select these officials.

"But if the people should be actually consulted it is plain that all the people cannot secure sufficient information about the qualifications of a man for these administrative offices to enable them to arrive at a conclusion satisfactory to themselves.

"There is no more reason for electing the Governor's Council than there is for electing the President's Cabinet. I take it that no one should favor electing a President of the University by a vote of all the people and yet, people can pass upon his qualifications quite as well as they can upon those of the State Superintendent of Public Instruction.

"I have supreme faith in the judgment of all the people when they know the facts. They can know the facts about a few men on the ticket. They should vote for these few, and then hold them rigidly responsible for results.

"Only the Governor and the Lieutenant-Governor should be elected, but a complete change would require a constitutional amendment, and hence as a start in the right direction, I urge this General Assembly to enact a law that all State administrative officers whose election by the people is not required by the Constitution shall hereafter be appointed by the Governor."

It is proposed that the Governor have sole power of appointment and removal of all department heads, with certain exceptions as are indicated later, thus making his appointees directly responsible to him, and he in turn to the voters of the State.

There is nothing revolutionary in this proposal, for it is based on practical experience and carries with it adequate safeguards. Should the Governor prove corrupt or inefficient, he may be impeached and removed from office. He cannot spend a single dollar of the State's money without approval of the General Assembly. Lacking the power of veto, he cannot exercise even negative control over legislative enactments. With such safeguards thrown about him, it is inconceivable that he could become an autocrat. The only effect of such a change would be to give him for the first time an opportunity of conducting the State's affairs in the same way that private business is managed, and to enable the voters of this State to definitely place responsibility for the failure or success of an administration.

Reduction of Elective Officials

The Convention of 1868 adopted the present Constitution, which provides for the election of seven administrative officers, namely, the Governor, Lieutenant-Governor, Secretary of State, Auditor, Treasurer, Superintendent of Public Instruction and Attorney-General.

Based upon the popular theory that the more elective officials there are the greater control by the people, and the inherent and baseless fear that the Governor may assume too much power, six officers have been added by statutory enactment, to the original seven. These include the Commissioner of Agriculture, Commissioner of Insurance, Commis-

sioner of Labor and Printing, and the three members of the Corporation Commission. The most recent addition to this list is the newly created Commissioner of Revenue who, in the emergency attendant to the establishment of his department, was appointed by the Governor; however, the law expressly provides that his successor be elected as are other State officers, upon completion of his present term in 1924.

Under such conditions, it is impossible for the people of this State to rightfully and justly hold the Governor responsible for the acts and policies of important officials who are accountable not to him, but to the voters of the State. If this form of decentralized government is the best, then the policy should be extended to the heads of all other departments and render completely ineffective Section 1, Article III, of the Constitution which expressly provides that in the Governor "shall be vested the supreme executive power of the State."

It is proposed to reduce the number of elective officers from fourteen to the seven named in the Constitution, viz., the Governor, Lieutenant-Governor, Secretary of State, Auditor, Treasurer, Superintendent of Public Instruction and Attorney-General. Ultimately, through a constitutional amendment, this number will be reduced to three, i.e., the Governor, Lieutenant-Governor and the Auditor. This will center in the hands of the Governor the control of all administrative departments except that pertaining to the audit and check of the State's finances. Under the powers thus proposed, the Governor as the central figure would stand in the limelight of public scrutiny, a limelight now shared with thirteen others, each acting as an independent agent.

Establishment of a Uniform Plan of Organization

Responsible administrators, however, cannot work effectively with poor material. To attain results desired, there must be a simple and understandable plan of organization. The present chaotic system comprising some sixty-six independent departments, boards and commissions, render proper administration impossible. A supervisor cannot be held responsible if he is working under a system obsolete in many respects, and complicated through misdirected authority, divided responsibility and the overlapping of work.

The present system has developed through the absence of a uniform plan which would provide for proper expansion of the State's activities. When the present Constitution was adopted, six departments, not including the office of the Governor, were ample to take care of the then existing functions. New activities undertaken from time to time have resulted in the establishment of new departments. In some instances these were justified, but in the great majority of cases they were created without reference to existing departments or thought of incorporating them in departments performing similar functions. This situation has continued to the present day, and a glance at the long

list of existing departments, boards and commissions reveals the slight attention and study which have been given to a constructive program of expansion.

It is proposed to set up a simple plan of organization which will not only properly take care of existing functions, but adequately provide for new activities which may be added from time to time. It is only through the adoption of such a plan can control be centralized, and the form of organization be made understandable and workable.

Grouping of Related Functions

The first consideration in the working out of a plan of organization is to determine the major functions of the State government and to set up a separate department for the administering of each. The next step is the grouping within the proper departments the existing boards and departments which are performing similar functions or are doing parts of a single job.

Method of Adoption

Statutory revision only is necessary to reorganize the departments under the plan proposed. This could best be effected through the enactment of a civil administrative code which defines the scope and activity of each department, bureau organization, and responsibility of administrative head. In order to insure permanency and to prevent future legislatures from changing the governing form and policy, the skeleton plan should be incorporated in the Constitution through an amendment.

ORGANIZATION OF PRESENT AND PROPOSED DEPARTMENTS

PART THREE

ORGANIZATION OF PRESENT AND PROPOSED DEPARTMENTS

ORGANIZATION OF PRESENT AND PROPOSED DEPARTMENTS

It is proposed that the existing Departments, Boards and Commissions be consolidated into sixteen departments, each performing a major function. While the experience of other States has been helpful, local conditions and problems must of necessity be the guiding factor in reorganizing existing departments and agencies; and the proposed departments as set forth below reflect careful consideration of the requirements of the State of North Carolina.

Administration
State
Audit and Control
Treasury
Education
Law
Agriculture
Health
Taxation and Revenue
Natural Resources
Labor and Industry
Public Utilities
Highways and Public Works
Banking and Insurance
Military Affairs
Welfare

The consolidation of existing departments and boards with the above proposed departments, and the organization and function of each, is given in the following pages. Each of the proposed departments will be organized with appropriate bureaus and further sub-divided into divisions if necessary. In most instances the proposed bureaus have been indicated, but such proposals are suggestive rather than final.

With the exception of five administrative officers, namely, the Secretary of State, Auditor, Treasurer, Superintendent of Public Instruction, and the Attorney-General, who are elective under the Constitution, the Governor, with the consent of the Senate, will appoint the heads of all departments. The power of removal of such appointees shall be vested with the Governor. The Department head will appoint the directors of all bureaus who in turn shall appoint their respective subordinates.

DEPARTMENT OF ADMINISTRATION

Present Organization of the Office of the Governor, Council of State, Salary Standardization Board, Budget Commission, Board of Internal Improvements, State Board of Pensions, Printing Commission, Board of Public Buildings and Grounds, Appomattox Commission, Reconstruction Commission, Railroad Stock Commission, Memorial Building Commission, and the Special Legislative School Commission.

The Governor of the State of North Carolina is elected by the people for a period of four years. His present salary, which is fixed by the legislature, is \$6,500, in addition to which is an allowance of \$600 for expenses. He is also provided with an executive mansion, necessary servants and motor. The Constitution requires that no person shall be eligible as Governor who is less than thirty years of age, and who has not been a citizen of the United States for five years, and a resident of this State for two years. The same qualifications are required of the Lieutenant-Governor. Section 1, Article III, provides that in the Governor "shall be vested the supreme executive powers of State," but the Governor has only limited powers of appointment and removal. In pardoning and commutation of sentences, his authority is complete and final, but he has no veto power. North Carolina is the only State in the Union which withholds this authority from its chief executive. The General Assembly has from time to time extended the investigative and examining powers of the Governor and has been extremely liberal in its *ex officio* assignments. At the present time the Governor is *ex officio* chairman or member of thirteen administrative or advisory boards and commissions, and three institutional boards. Under the provisions of the Constitution he is commander-in-chief of the State militia except when they are taken under federal control.

The Lieutenant-Governor is constitutionally President of the Senate, but has no vote unless the Senate is equally divided.

The Council of State consists of the Secretary of State, Auditor, Treasurer and Superintendent of Public Instruction, as provided for in Section 9, Article III, of the Constitution. The Council are *ex officio* members of the Printing Commission and constitute the Salary Standardization Board. Their constitutional duties are to "advise the Governor in the execution of his office." The Constitution further provides that the Governor receive the advice of the Council before calling an extra session of the General Assembly. Statutory reference to the Council of State are extremely limited, but through precedent, it has assumed broad powers in the formation and execution of policies. In questions of finance, such as the sale and issue of bonds or proposed encumbrances on the franchise or property of any corporation in which the State is a stockholder or otherwise has an interest, the Council has well defined powers.

Within the last two years, the Council of State was designated by statute as a board to adjust and fix the compensation of the several clerks, stenographers, laborers and other employees not in excess of three thousand dollars. They are also authorized and empowered to employ temporary help at the request of department heads and to fix their compensation. The law requires that the proceedings of the board be kept by the Auditor and reported to each regular session of the General Assembly.

The Budget Commission was created under the provisions of Article 1, Chapter 126 of the Consolidated Statutes. In its original form the law applied to every department, board, commission and institution, "and other agencies and undertakings receiving or asking financial aid from the State, or receiving funds under authority of any general law of the State." At the extra session in 1920, the law was amended to exclude the Executive Department,* Legislature and Judiciary from its provisions. Such action greatly weakened its powers and scope of usefulness.

The Governor is chairman of the Budget Commission. Other members consist of the chairmen of the Senate and House Committees on Finance, and chairmen of the Senate and House Committees on Appropriations, respectively, and one member of the minority party of the General Assembly appointed by the Governor. The latter member was added through enactment of Chapter 196 of the Public Laws of 1921. The duties of the Budget Commission are to receive on or before November 1st, in even numbered years, from each department, board or commission not otherwise excluded, biennial estimates of proposed expenditures for the ensuing biennial period, total past expenditures and credit balances, together with sources and amounts of revenue. On the basis of these requests, which are supplemented by independent departmental investigations and public hearings, the commission is directed to prepare and submit to the General Assembly the so-called budget bill on which all appropriations are based. The purpose of the budget is to provide an understandable and workable financial program of revenue and disbursements of the State.

The Board of Internal Improvements is composed of the Governor, who is *ex officio* chairman, and two members appointed by him for a term of two years. In this capacity they receive five dollars per diem, and necessary expenses, and in addition extra compensation fixed by the Governor for special investigations. Its duties are to have charge of and protect the State's interest in all internal improvements, corporations, such as railroads, canals or other public works in which the State is a stockholder or part owner. They are also required to represent the State at directors' or stockholders' meetings either in person or through designation of proxies, and to investigate at the instance

*Section 1, Article III of the Constitution, states that the Executive Department "shall consist of a Governor, a Lieutenant-Governor, a Secretary of State, an Auditor, a Treasurer, a Superintendent of Public Instruction and an Attorney-General."

of the Governor the affairs of such corporations and the conduct of any officials and take appropriate action thereon. The Board is also directed to inspect and investigate annually each agency and department and to report its findings to the Governor. In this capacity the Board has all the powers of a legislative investigative committee, and may employ experts and other assistants in such investigations. The Board is also required to report biennially to the General Assembly the conditions of works of all internal improvements in which the State has interest, and to suggest suitable improvements and any desirable new activities.

The State Board of Pensions is composed of the Governor, Attorney-General and Auditor who serve in an *ex officio* capacity. Their duties are to prescribe necessary rules and regulations governing the operation of the pension law, to examine each application for a pension submitted by the county boards of pensions, and to periodically revise and correct the pension rolls.

The Printing Commission is an *ex officio* board consisting of the Governor, Council of State, the Attorney-General and Commissioner of Labor and Printing. Its duties are to contract for all printing done directly for the State which is paid for out of the general fund. This is known as "Public Printing" and includes all annual or biennial departmental reports, blanks, blank books and office stationery. The Commissioner of Labor and Printing is directed to superintend the letting of contracts, but the Commission regulates the sizes of books and publications and general style. It also determines the scope and contents of departmental reports, and the number of laws and resolutions to be printed.

The Board of Public Buildings and Grounds is composed of the Governor, Secretary of State, Treasurer and Attorney-General, all of whom serve in an *ex officio* capacity. Its duties are to take charge of and keep in repair State-owned public buildings in the City of Raleigh, to furnish and equip the General Assembly chambers and public offices, to authorize repair of walks, grounds and trees about the capitol. The board appoints a Keeper of the Capitol who has charge of the janitorial work within the Capitol proper, and care of the grounds about the Capitol and executive mansion. The Custodian of the State Departments Building is also appointed by the Board, but the Custodian of the Administration Building is appointed by the five Justices of the Supreme Court, the Secretary of the Historical Commission and State Librarian.

The North Carolina Appomattox Commission is composed of five special commissioners appointed by the Governor for a term of four years to serve without salary. They are allowed the necessary expenses. Their duties are to have charge of three parcels of State-owned land at Appomattox Court House, and to preserve the memorials placed there.

The State Reconstruction Commission was created in 1919 as a post-war agency designed to study the industrial, commercial and sociological conditions produced by the World War. The Commission is composed of the Governor as *ex officio* chairman and twenty-five representative citizens appointed by him for an indefinite term, to serve without compensation and to report to him.

The Railroad Stock Commission was created under the provisions of Chapter 148, Public Laws of 1921. It is composed of five citizens appointed for an indefinite term by the Governor, and includes representation by the minority party. The members receive only their actual expenses. Their duties are to investigate the advisability of selling the stock owned by the State in the North Carolina Railroad Company, and the Atlantic and North Carolina Railroad Company, and re-investing the proceeds in proposed railroads in the western part of the State. The bill carried an appropriation of \$5,000 to be used in preliminary surveys and in procuring estimates of the cost of construction of the proposed railroads. It is provided, however, that the commission "shall not consider any offer to purchase the stock of said railroad companies which does not include an offer to purchase the stock in said companies now privately owned at the same price offered the State for its stock." The law further provides that one of the members of the Commission be a stockholder in the two railroad companies.

The Memorial Building Commission was created in 1919, for the purpose of securing funds for the erection on State-owned land a suitable memorial in recognition of the services of North Carolina World War veterans. This building will house war relics, records and other memorials. The Commission consists of the Governor as chairman *ex officio*, the President of the Senate, the Speaker of the House, and nine other "well qualified persons" appointed by the Governor. The Commission, which has an indefinite term, is created as a body politic and corporate with powers of condemnation proceedings and other corporate authority.

The Special Legislative School Commission, created pursuant to Chapter 25, Public Laws of 1921, Extra Session, consists of three representatives appointed by the Speaker of the House and two Senators appointed by the President of the Senate. The Commission is charged with the study of the laws and court decisions relating to "the levy of taxes for the purpose of maintaining a six months school term, in accordance with the requirements of the Constitution, of establishing and maintaining high schools, teachers' salaries, and kindred subjects." The Commission is directed to report to the next session of the General Assembly and to submit appropriate remedial bills.

Proposed Department of Administration

The head of the Department of Administration will be the Governor. His term of office will be four years. The Department will constitute

a staff agency for the Governor as well as perform certain administrative functions.

The Council of State will continue as at present, but a Governor's Cabinet will be established consisting of the Council and the other department heads. The Council will constitute the executive committee of the Cabinet.

This plan makes for cohesiveness in the State organization and uniformity of the administration's program. While powers of the Cabinet would be advisory only as at present, each administrative head would have a voice in the formation of policy and accomplishments of the administration. Such procedure would further emphasize the relation of each department to the State structure, and the necessity for coördination and coöperation.

The Department will be organized with the following bureaus:

Bureau of Administration

Bureau of Purchase and Supplies

Office of the Superintendent of Public Buildings and Grounds

The Bureau of Administration will be under the director appointed by the Governor. A primary function will be the preparation of the budget, a duty now devolving upon the Budget Commission which will be abolished. A staff under the supervision of a director of the budget will compile the necessary financial data. Through continuous contact with department heads and employees and independent investigation, the financial requirements of each department will be obtained at first hand. Consequently, when the departmental estimates are received, the Governor, through his budget staff, will know the relative importance of the several requests for appropriations. It is contemplated that every department and agency of the State government, including the Legislative and Judicial branches, will be included, as was the case when the budget bill was originally passed. In this way there can be presented to the Legislature, after public hearings and subject to reductions, but not increases, except where such additional appropriations are accompanied by specific provision for raising the required revenue, a complete program of the finances of the State showing proposed expenditures and estimated revenues to meet such expenditures.

The Bureau of Administration will also collect the information necessary to a proper classification of employees, with a view to standardizing salaries for similar grades of work. Classification of salaries and positions is not only essential to correct budgeting, but equally important in establishing and maintaining proper morale among the State's employees. It will eliminate dissatisfaction arising through inequalities of compensation paid by the several departments for the same kind of work, facilitate the transfer of employees from one department to another, and provide for uniform salary increases based on length of

service and merit. The Bureau Examiners, as independent staff agents responsible only to the Governor, are in a position to obtain at first hand and without bias, the data necessary to the establishment of a uniform and equitable salary and grade classification, setting forth the qualifications required for each job or grade of work, minimum and maximum salary rates paid for each class of work or specified grade, the conditions requisite to salary increases and promotions from a lower to a higher grade. Such matters of personnel and related features would be conducted in conjunction with the budget work. Once the classification and governing rules are established, current changes of status could be handled without additional overhead because of the relatively small number of State employees. The present functions of the Council of State relating to the fixing of salaries will be transferred to this Bureau.

The Bureau of Administration will also take over the investigative functions now performed by the Board of Internal Improvements. Here, again, such departmental investigations would be conducted jointly with budget examination. Wholly apart from its relation to the budget, there is a genuine need for intensive current studies of the work of each department and agency of the State government if the Governor is to be kept informed as to the conduct of the affairs of each department, the necessity for continuing existing activities and the addition of new activities.

The investigation of corporations in which the State is a party or has an interest, now performed by the Board will be carried on by the Director of the Bureau of Administration subject to the jurisdiction of the Governor. He will also represent the State at the meetings of directors or stockholders of such corporations, either in person or through proxies designated by him with the approval of the Governor. The Board as such would thereby be abolished.

This Bureau will also establish a uniform policy as to content, arrangement and general presentation of departmental reports, and edit all material submitted for publication. Scrutiny of existing reports reveals wide disparity as to treatment, the inclusion of irrelevant material and, in some cases, inadequate information. One policy under one control would insure the exclusion of extraneous subject matter and the publication of facts and figures which are of genuine concern to those interested.

The Bureau of Administration will assume the duties of the State Board of Pensions in so far as they relate to the review of applications for pensions as submitted by local county boards of pensions. The State Board as such will be abolished and the Governor, instead of the Auditor as at present, will appoint the local boards. The Bureau will also make periodic examinations of the pension rolls with a view of keeping them up to date, but the drawing of warrants will continue to be handled by the Auditor. He will issue to the clerks of the Superior Courts pension warrants based on the revised rolls as approved by the

Bureau. Inquiry into a retirement and pension system for State employees should properly come within the purview of the Bureau of Administration.

The second distinct agency within the Department of Administration is the Bureau of Purchase and Supplies, at the head of which will be a director of purchase appointed by the Governor. The duties of the Printing Commission and the supervision of public printing by the Department of Labor and Printing will be transferred to the proposed bureau, and the Printing Commission will be abolished. Printing, however, will be but one of the many items purchased. The director of the Bureau, subject to the approval of the Governor, will be empowered to contract with printers, jobbers, manufacturers and others for all supplies centrally purchased, subject to the rules formally approved by the Governor, and he will supervise the purchase of such supplies, material and equipment for each department and institution.

The reports and publications of the several departments and institutions are of vital interest to the Governor and General Assembly, and there is need for uniformity of publication. Seventeen departments issue biennial reports to the Governor or General Assembly, eleven issue annual reports, seven issue interim or special reports and thirty-one departments do not issue any report. Of the institutions, twenty issue biennial reports and eight issue annual reports. These reports are the official record of the work of each department and institution, and as such, should be issued annually. This would enhance the value of their statistics and at the same time, keep the Governor and the public in closer touch with the operation of each. All proof-reading would be handled in this Bureau. Careful supervision in the foregoing respects would cut printing costs to a minimum, and tend to offset any increased expense entailed through annual appearance of reports now published biennially.

A central mailing, mimeographing and multigraphing system, as far as practical, will be lodged in the Bureau of Purchase and Supplies.

The office of the Superintendent of Public Buildings and Grounds will be in charge of a superintendent appointed by the Governor, serving at his pleasure. He will supervise the custodial work at present under the control of the Board of Public Buildings and Grounds, which will be abolished. He will appoint the Keeper of the Capitol, the custodians of the State Departments Building and Administration Building, hire all necessary help and be responsible for the maintenance and upkeep of the State-owned buildings, the grounds and trees about the Capitol and Governor's Mansion, the repair of walks, heating, wiring, plumbing, etc. He will also administer the functions of the North Carolina Appomattox Commission which will be abolished.

Since the State Reconstruction Commission, Railroad Stock Commission, Memorial Building Commission and Special Legislative School

Commission are temporary agencies, they would not be affected by the proposed organization. Upon submission of their final reports and completion of their respective tasks, they automatically cease to exist; but the practice of creating additional agencies or commissions for even temporary assignments should be discouraged. In some cases they are desirable, but in the majority of instances any new activities, whether temporary or permanent, can be effectively handled by existing departments or staff agencies.

All of the above changes may be effected through statutory legislation.

DEPARTMENT OF STATE

Present Organization of the Secretary of State's Office, the State Board of Elections, Board of State Canvassers, and the Municipal Board of Control

The Secretary of State is a constitutional officer elected by the people for a term of four years, and receives a salary of \$4,500. He is *ex officio* member of the following boards:

Council of State
State Board of Education
Trustee—State Library
Board of Public Buildings and Grounds
Municipal Board of Control

Section 13, Article III of the Constitution, provides that the duties of the Secretary of State "shall be prescribed by law."

At the present time the Secretary of State has custody of all statutes and resolutions, all documents which pass under the Great Seal, rolls of registered voters and other State and official records; he supervises the publication and distribution of the laws, supplies certain election printing to election officials, examines and certifies articles or certificates of incorporation; and he also has charge of the Automobile License Bureau and collection of the gasoline road tax.

The State Board of Elections is composed of five members of whom not more than three are of the same political party, appointed by the Governor for a term of two years. Each receives \$5.00 per diem and expenses. The Board is charged with the enforcement of State and county election laws, the preparation and distribution to county boards of elections, ballots, poll books, forms of election returns; the ordering of elections; the making of recounts and promulgation of general election regulations.

The Board of State Canvassers is composed of four members of the State Board of Elections, and the Governor *ex officio*, all of whom serve without additional compensation. Their duties are to ascertain and declare from abstracts of votes cast, the results of elections of the Governor and all State officers, Justices of the Supreme Court, Judges of the Superior Courts and Solicitors, Congressmen and United States Senators. These abstracts are prepared by county boards of elections and submitted to the Secretary of State by the several registers of deeds. The results are certified to by the Secretary of State and the Board then estimates and publishes the unofficial number of votes cast for State officers.

The Municipal Board of Control is an *ex officio* agency composed of the Attorney-General, who is chairman, the Secretary of State and the

Chairman of the Corporation Commission. They serve during the period of their regular term of office without additional compensation. Their duties are to hear petitions for incorporation of municipalities; to determine if the requirements of law have been fulfilled by the petitioners and that the facts as stated are true; to enter orders creating the prescribed territory into a town and to provide for the holding of the first election of mayor and commissioners, the number of which to be determined by them.

Proposed Organization of the Department of State

The head of the Department of State will be the Secretary of State elected as at present for a term of four years.

The duties of the Department will include its present functions as now prescribed by law, with the exception of those relating to the Bureau of Automobile Licenses. In addition, it will administer the election law as at present entrusted to the State Board of Elections and Board of State Canvassers, and the duties of the Board of Municipal Control. These three boards will be abolished. The Department will be organized into three bureaus as follows:

Bureau of Records
Corporation Bureau
Bureau of Elections

The Bureau of Records will continue to have custody of official documents and records as at present, the publication and distribution of election laws and necessary election printing. This Bureau will also perform all general administrative detail of the Department.

The Corporation Bureau will continue to issue, record and file certificates of incorporation of all companies, municipal, institutional and commercial. The functions of the Municipal Board of Control will be transferred to this Bureau.

The Bureau of Elections will assume the duties of the State Board of Elections and Board of State Canvassers and enforce the provisions generally of the election laws.

The duties of the present Automobile License Bureau will be transferred to the proposed Department of Taxation and Revenue as indicated in the discussion of that Department.

The above changes require statutory revision only.

DEPARTMENT OF AUDIT AND CONTROL

Present Organization of the State Auditor's Department

The State Auditor is a constitutional officer provided for under Section 1, Article III. He is elected for a period of four years and receives a salary of \$4,500. He is *ex officio* a member of the Council of State, State Board of Education, State Board of Pensions, Salary Standardization Board and Printing Commission.

The duties of the Auditor are to superintend the fiscal affairs of the State; to keep and state all accounts in which the State is interested; to draw warrants on the State Treasurer on approved vouchers; to cause to be audited and adjusted the account of each State Department and institution. In 1921, the General Assembly enlarged the powers of the Auditor, giving him authority and control of the accounting methods of each State Department, institution, county official and county. Under this law he is empowered to devise and install a uniform accounting system for the entire State and to require all State officers to adopt such systems as he may elect. For the first time in the history of the State, the Auditor is given authority to examine and audit the accounts of all counties, and to prepare and install a uniform method of accounting for these counties.

The Auditor is required by law to report annually to the Governor and biennially to the General Assembly, a complete statement of receipts and expenditures of the State during the preceding fiscal year, together with a detailed estimate of proposed expenditures for the ensuing fiscal year.

The Auditor, as a member of the State Board of Pensions, supervises the State's pension system. This Board examines each application for a pension presented to it by the local county boards of pensions. With the exception of the clerks of the Superior Courts, members of these boards are appointed by the Auditor. The Auditor is directed to apportion and distribute the money appropriated by the State for pensions and to issue warrants semiannually to the clerks of the Superior Courts pro rata in the respective pension grades. The law further provides that the entire annual appropriation shall be paid each year to the pensioners, notwithstanding the amounts so paid may be in excess of the amounts fixed by law for the several grades, provided the total appropriation shall not exceed one million dollars annually. These pensions are distributed among disabled ex-Confederate soldiers and their widows.

Proposed Organization of the Department of Audit and Control

The head of the Department of Audit and Control will be the Auditor, elected for a term of four years.

In view of the fact that a centralized and uniform system of accounting is now being installed in all State departments and institutions, of which the Auditor will have complete control, and that a discussion of the proposed organization of this Department appears in the section of the report dealing with accounting methods, this subject need not be further considered here.

The Auditor will continue his present functions which relate directly to audit and control of revenue, both accruals and collections, and expenditures, but the supervision and control of the pension system will be transferred to the Bureau of Administration in the proposed Department of Administration. The Auditor should be relieved of the review of pension applications and of all administrative work in connection therewith. The same officer should not be called upon to pass upon the validity of a pension application and then approve the same for payment. Determination of pension eligibility is an administrative function. Authorization for payment is an auditing function and each should be performed by independent and separate officers.

The issuing of franchise tax statements by the Auditor to corporations and county officers, and other tax collecting functions now lodged with the Auditor will be transferred to the proposed Department of Taxation and Revenue. These duties relate to taxation, not audit, and should repose in the department charged with the disposal of tax matters.

The above changes may be effected through statutory enactment.

DEPARTMENT OF THE TREASURY

Present Organization of the Treasurer's Office

The State Treasurer is a constitutional officer elected by the people for a term of four years. His salary is \$4,500.

He is *ex officio* a member of the Council of State, State Board of Education and Board of Public Buildings and Grounds. In addition, he is *ex officio* treasurer of three State departments, namely, Department of Agriculture, State Board of Education and the State Board for Vocational Education, and eleven State institutions. These institutions include the three hospitals for the insane, the State's prison and several of the more important educational and charitable institutions. His position as *ex officio* treasurer of the three departments mentioned is due to the peculiarities of the present financial system of the State. Each of these departments has sources of revenue which are placed to the credit of special funds instead of the general fund, and designated by law for the exclusive use of the respective departments.

Section 13, Article III of the Constitution, provides that the duties of the Treasurer "shall be prescribed by law." These laws empower and direct the Treasurer to receive and account for all moneys paid into the Treasury of the State; to pay all warrants legally drawn on the Treasury by the Auditor, and no moneys can, under the law, be paid out of the Treasury except on warrant of the Auditor; to designate, after examining and receiving security, State depository banks; to make short term notes in emergencies subject to approval of the Governor and Council; to construe revenue and machinery acts; to keep records and accounts of all bonds issued, registered, transferred, exchanged and surrendered, and to issue coupon bonds in lieu of registered bonds as occasion demands.

Proposed Organization of the Department of the Treasury

In the administration of the State government there are certain clear-cut financial activities which properly devolve upon the Treasurer. These may be briefly summarized as those concerned with "the care and management of funds and securities acquired; the sale of bonds and the issuance of other evidence of debt for funds or refunding; the disbursement of funds in the liquidation of debt and the payment for services; . . . and the keeping of accounts needed to control the administration of funds and properties and for the preparation of reports on assets, liabilities, revenues, expenditures, surplus and deficit."*

It is proposed that a Department of the Treasury be established, at the head of which shall be the State Treasurer, elected by the people for a term of four years. In this Department shall be grouped, as far as possible, the functions indicated above, and the Department, as the

*Report of New York Reconstruction Commission, page 60.

financial arm of the government, shall exercise all control over receipt and disbursement of all the State's funds, including those derived from the sale of bond issues. It shall be an agency to receive and disburse revenues but not to collect them. Its present functions, which pertain to the collection of certain taxes and license fees, will be transferred to the proposed Department of Taxation and Revenue. The Treasurer shall be the chief financial officer of the State, and responsible to the people for the custody of their moneys, but at the same time he shall advise the Governor and his Council on policies and problems of finance. He will be *ex officio* treasurer of all State institutions and custodian of all departmental revenues. A more detailed discussion of the specific duties, responsibilities and bureau organization of the Department is contained in a separate report on the new accounting system and procedures.

The above changes require statutory revision only.

DEPARTMENT OF EDUCATION

Present Organization of the State Board of Education and Related Agencies

The State Board of Education directs the operation and management of the public school system of the State and other educational activities as required by law, deriving its status and entity from the Constitution. The members are all the elective constitutional officers and serve in an *ex officio* capacity. They consist of the Governor, the Lieutenant-Governor, the Secretary of State, the Treasurer, Auditor, Superintendent of Public Instruction and Attorney-General, a majority constituting a quorum for the transaction of business. The Governor is designated as president and the Superintendent of Public Instruction as secretary of the Board.

Section 10, Article IX of the Constitution in defining the powers of the Board, states that it "shall have full power to legislate and make all needful rules and regulations in relation to free public schools and the educational fund of the State; but all acts, rules and regulations of said Board may be altered, amended or repealed by the General Assembly, and when so altered, amended or repealed, they shall not be reënacted by the Board." The Board is charged with the management of the State Literary Fund and the Public School Fund, expending and apportioning same as prescribed by law. It appoints members of the Text-book Commission and contracts with publishers for the purchase of elementary text-books selected by the Commission and approved by the Board. It also enforces the compulsory attendance law. It is further charged with the surveying and reclamation of State swamp lands and their improvement through construction of canals, ditches and roads. It may sell, lease or exchange same and apply the proceeds to the State Literary Fund. It also has the power of assessing private lands improved through the reclamation of adjoining State swamps and of collecting such taxes. In the planning of this work the Board appoints an engineer, surveyor and other assistants, and an agent "to superintend and supervise all the swamp lands belonging to the State Board of Education."

The administrative work of the Board is carried on through its secretary, namely, the Superintendent of Public Instruction, and he is the chief executive officer. He is *ex officio* a member of the Board of Trustees of the University of North Carolina, and president of the boards of trustees of the Women's College and East Carolina Teachers' College. He is also *ex officio* a member of the Library Commission, State Library Board, State Board for Vocational Education, Child Welfare Commission and College Commission.

The duties of the Superintendent of Public Instruction are to direct the operation of the public schools of North Carolina, and to enforce and construe the laws and regulations in relation thereto. He supervises the operation and management of six normal schools, school extension work, teacher-training, vocational education, and rural library work of the Department. He approves the rules and regulations governing the work of the Text-book Commission for the elementary schools, appoints a State Committee on High School Text-books, and has final approval of all books recommended by them, and he contracts with publishers for the purchase and distribution of such books.

The Department operates on funds derived from three principal sources; (1) appropriations from the general fund set aside and known as the State Public School Fund, (2) the State Literary Fund, and (3), from federal appropriations made for vocational education, physical education and other purposes. The public school fund appropriation in 1921 was \$1,400,000. This money is apportioned to the county boards of education to provide for a six months term in each county. The amount so apportioned is based on budgets received from several county boards showing the sources of revenue and amounts and proposed expenditures for each county. Formerly the public school fund was derived from a special direct tax of 32 cents on each one hundred dollars assessed valuation of taxable property in the State. This direct tax was supplanted in 1921 by the income tax, but counties still levy for local school purposes a tax not to exceed 39 cents per one hundred dollars assessed value of real and personal property, together with the same per cent on the poll tax. The State Literary Fund is derived from the sale of reclaimed State lands, leases and assessments on adjoining improved property, and is loaned to counties on a long term basis for the construction of new school houses and permanent improvements.

The State Board for Vocational Education is composed of the Superintendent of Public Instruction, who is executive officer of the Board, and three members appointed by the Governor for a term of four years representing agriculture, home economics, and trades and industries respectively. The duties of the board are to administer the federal and State laws in relation to vocational education and funds appropriated therefor; to formulate plans for the promotion of vocational education in the public school system, and to provide for the preparation and certification of teachers in such subjects. The Board directs and supervises the extension of vocational education in communities through the coöperation with local agencies and county boards, and assists in prescribing courses and methods of study, conduct of classes, etc. Through coöperation with federal agencies it provides for the maintenance and vocational rehabilitation of persons injured in industry, and administers federal and State appropriations therefor.

The Text-book Commission is composed of seven members appointed by the Governor and Superintendent of Public Instruction for a term of five years. The members are required to be actively engaged in teaching or supervisory work. For the first year they receive \$200 and expenses except the chairman, who receives \$225 and expenses, and \$5 per diem and expenses thereafter. The duties of the Commission are to prepare, subject to the approval of Superintendent of Public Instruction, an outline course of study indicating subjects to be taught in the elementary schools of the State, and to submit to the State Board of Education multiple lists of approved basal and supplemental books selected in conformity with the outline course of study. The final selection is made by the Board of Education, which upon adoption, contracts with publishers to furnish the books for a period of five years or less, as it may determine.

The State Committee on High School Text-books is composed of five members appointed by the Superintendent of Public Instruction for a term of four years. There are no qualifications stated in the law, and the members receive necessary expenses only. Their duties are to select and submit to the Superintendent of Public Instruction a list of text-books which it deems suitable for use in the public high schools of the State. This list, subject to the approval of the Superintendent of Public Instruction, constitutes the approved State list of text-books to be used for a period of four years in the high schools of the State. The Superintendent of Public Instruction contracts with the publishers for the purchase and distribution of these books.

The Library Commission is composed of the Superintendent of Public Instruction and State Librarian, who are members *ex officio*, two members appointed by the North Carolina Library Association and one member appointed by the Governor with overlapping terms of three years. The Library Commission gives advice and assistance to all librarians of the State and to communities proposing to establish libraries in such matters as selection of books, cataloging and maintenance. An important function of the Commission is the operating of traveling libraries in those sections of the State where there are no public or school libraries. It also compiles library statistics based on reports received from every public library in the State, and publishes a quarterly bulletin. The administrative work is under the direction of a paid secretary appointed by the Commission.

The State Library Board is composed of the Governor, Superintendent of Public Instruction and Secretary of State who constitute the trustees *ex officio* of the State Library. The actual operation of the library is under the direction of a State Librarian. Books for the library are purchased by a committee consisting of the State Librarian, Superintendent of Public Instruction and three other persons. At present there are 37,300 volumes in the library, exclusive of bound

magazines and newspapers. In addition to maintaining a general library, as well as a document library for the use of the General Assembly, the librarian publishes and sells historical documents and books.

The Justices of the Supreme Court have charge of the Law Library and prescribe rules for its maintenance and operation. They also appoint a librarian, but the law directs the clerk of the Supreme Court under the direction of the trustees to purchase books for the library, such moneys being derived from the amounts paid in by applicants who take the State bar examinations.

The College Commission is composed of the Superintendent of Public Instruction who is *ex officio* chairman, and four other members appointed by the Governor for a term of five years without compensation. The Commission prescribes the rules as provided by law governing the conferring of degrees by educational institutions; and no institution created after the passage of the act in 1919 may confer any degree until its financial conditions, equipment, and educational standards have been examined and approved by the Commission. It is also empowered to revoke licenses in event of failure to maintain standards set.

The Historical Commission is composed of five members appointed by the Governor for a term of six years. They receive no compensation, but are allowed their actual expenses, not in excess of four meetings a year. The administrative work is under the charge of a secretary. The duties of the Commission are to collect and publish information relating to the history of North Carolina, and to stimulate historical investigation and research. The Commission has in its archives a collection of public documents, original papers and manuscripts of interest to the public generally. It is empowered to make copies of such documents and sell the same, using the proceeds in the furtherance of its work.

The Legislative Reference Library is also under the jurisdiction of the Historical Commission in the charge of a librarian whose duties are to collect and annotate information upon questions of State, county and municipal legislation. A variety of subjects has been compiled, and over 10,000 books, laws, pamphlets and clippings have been gathered and classified.

At the present time there are some thirteen State boards, operating separately and independently, whose function is to examine, register and certify applicants to practice in the professions or quasi-professions represented, to collect fees for the issuance of licenses or certificates and for the renewal of same where authorized by law. These boards cover the following professions and vocations:

- Accountancy
- Architecture
- Chiropody
- Chiropractic
- Dentistry

Embalming
 Engineering and Surveying
 Medicine
 Optometry
 Osteopathy
 Pharmacy
 Nursing
 Veterinary Medicine

Each of these boards was created by a special statute at various times and by various general assemblies, a process which explains the lack of uniformity in their organization and management. The membership varies from three to seven members; there are five methods of appointment with terms of from three to five years, and compensation varies from four to ten dollars per diem. In one instance it is fixed by the board and in other instances only actual expenses are allowed or no amount stated. The examination fees range from \$10.00 to \$25.00 with corresponding variations in renewal fees. Only two boards are required to turn over any surplus to the State Treasurer, the remaining eleven being permitted to retain all moneys collected. The above data are shown in detail in appropriate exhibits.

Proposed Organization of the Department of Education

The head of the Department of Education will be the Superintendent of Public Instruction, and he will be elected as at present for a term of four years.

It is important that the Superintendent of Public Instruction continue his *ex officio* relationship to the institutions on whose boards he is now representing. As a member of the Board of Trustees of the University of North Carolina and President of the Boards of Trustees of the Women's College and East Carolina Teachers' College, he can give such institutions of higher learning the benefit of his experience and can present to the several boards the educational problems and demands of the State. His voice in the selection of the Boards of Trustees of the several normal schools and his power in the formation of their policies and management are essential if teaching standards are to be raised, and his authority in such matters should not be circumscribed.

The State Board of Education will continue its present membership, i.e., the seven constitutional officers. The powers of the board in so far as the administration of the Department of Education is concerned will be advisory, but the Board will constitute the corporate agency of the Department as at present, and assume appropriate corporate powers of the present Board. It will have general charge of the Department's finances and will suggest and assist in the formulation of broad educational policies. The engineering and taxation functions in regard to the reclamation and assessment of swamp lands will be transferred to the

Departments of Highways and Public Works and Taxation and Revenue, respectively.

The Department of Education will consist of the following seven bureaus and divisions:

Bureau of Administration:

- Division of Plans and Buildings
- Division of Publications and Text-books
- Division of Statistics and Research
- Division of Attendance
- Division of Office Management

Bureau of Elementary and Secondary Education:

- Division of Certification
- Division of Teacher-Training
- Division of Negro Education
- Division of Inspections
- Division of Illiteracy
- Division of Physical Training and Recreation

- Bureau of Extension
- Bureau of Vocational Education
- Bureau of Registration
- Bureau of Libraries
- Bureau of History and Archives

Each Bureau will be under the supervision of a Director appointed by the Superintendent of Public Instruction, with the exception of the Bureau of Administration. The Superintendent of Public Instruction will have charge of this Bureau, and in addition, he will also assume the duties of the College Commission for Regulating Degrees which will be abolished. The respective bureau directors will appoint the divisional heads and other assistants. It is contemplated that the work of the bureaus indicated below, will be organized according to existing needs, and there will be ample latitude in bureau and divisional expansion.

Bureau of Administration. The Division of Plans and Buildings as at present, will approve plans and specifications for new school buildings and additions.

The Division of Publications and Text-books will continue its present duty of issuing bulletins and printed matter for the entire department. In addition this division will assume the duties of the present Text-book Commission and the State Committee on High School Text-books, both of which will be abolished. The duties of these two agencies are not continuous, since text-books for the most part are selected only once in four and five years, respectively. Advice and recommendations will continue to be received from special committees consisting of men and women appointed by the Superintendent of Public Instruction, who are actively engaged in the profession of teaching; but the work will be

unified and controlled in this division under the supervision of the Superintendent. He will have power of final approval in the selection of text-books, and will also contract with publishers for the publication of all text-books.

The Division of Statistics and Research of the Bureau of Administration will continue to collect and compile statistical data from the annual reports received from schools, colleges and other institutions. In addition, this division will act as a planning and testing agency in the directing of educational experiments; and it will devote considerable effort in the development of the science of pedagogy. It will work out scholastic standards, problems of administrative organization, methods of reporting and similar activities. It will be the duty of this division to advise the Superintendent of Public Instruction with regard to the expansion of the Department's activities and offer suggestions as to their place in the organization.

The Division of Attendance of the Bureau of Administration will enforce the school attendance law and have charge of the school census.

The Division of Office Management will have charge of the office management and routine administrative functions within the department. It will keep personnel records of employees, handle the department's supplies and prepare budget estimates of the Department. In addition, this division will review the estimates submitted by county boards and advise the Commissioner in the apportionment of money to the several counties.

Bureau of Elementary and Secondary Education. The Division of Certification will have supervision of the certification of all teachers. It will prepare questions and hold necessary examinations and will issue credentials. This division will also assist other bureaus in the locating of suitable teachers and employees; and will act as a clearing house and registration agency in assisting institutions, counties and municipalities in finding qualified teachers, and will also assist individual teachers in making connections.

The Division of Teacher Training of the Bureau of Administration will, as at present, supervise the work and policies of the six normal schools now under the jurisdiction of the Department. Similar supervision over the East Carolina Teachers' College will be exercised. This division will conduct necessary investigations from time to time, of the standards of these schools, and of salaries paid teachers. There is every evidence to believe that at the present time both teaching standards and salaries are too low to admit of the best results. Such research will be an important duty of this division.

The Division of Negro Education under the director, will coöperate with the Division of Teacher Training in working out policies suitable to the education and training of negro teachers. At the present there are three negro normal and training schools and one negro college in

this State. In addition, he will be in close touch with negro principals, supervisors and teachers in the public schools, and administer the policies of the department in such schools, and coöperate with them for the advancement of standards and methods.

The Division of Inspections of the Bureau of Elementary and Secondary Education will coöperate with the Department of Health on the sanitation and condition of all school buildings in the State. Its chief function will be the inspection of all elementary and secondary schools, both public and private within the State. Such inspections made currently will cover such matters as standards, methods, attendance, examinations and sanitation. The Division of Inspections will include in the scope of its activities the inspection of institutions, both public and private, for the blind, deaf mutes and orphans, and likewise embrace State institutions of penal, reformatory and charitable character including institutions for the feeble-minded, epileptics, insane, deformed and tuberculous. In this connection the division will be charged with the formulation of a State policy in regard to the teaching and vocational training of State charges. As this work progresses and the population of the State institutions increases, it is probable that the above activities should be set up as a separate bureau.

The Division of Illiteracy will confine itself to the problem of reducing adult illiteracy as at present.

The Division of Physical Training and Recreation will have charge of the physical education and training of the boys and girls in the public schools of the State. It will coöperate with the federal authorities in the prosecution of this work, and administer federal funds appropriated therefor.

The Bureau of Extension will carry on the present extension activities of the Department. It will have charge of continuation schools, conduct correspondence courses and classes for those who cannot avail themselves of other educational opportunities. Such work will embrace vocational and other subjects not covered by the Bureau of Vocational Education.

The Bureau of Vocational Education will continue its present functions. In order to receive the benefit of federal appropriations under the Smith-Hughes Act of 1917, it is necessary that a board be created to administer such funds. It is recommended that the present State Board for Vocational Education be abolished and that the Superintendent of Public Instruction, the Director of the Bureau of Elementary and Secondary Education, and the Director of the Bureau of Vocational Education be named as members of the board. This will centralize within the Department, the conduct of vocational education work, which is being considered by school authorities as one of growing economic as well as educational importance.

The Bureau of Registration will replace the thirteen State examining boards which are at present functioning as independent agencies. The reasons for such a change are several. In the first place, the function of each board is primarily educational, and therefore properly belongs to the Department of Education. In the second place, centralization of these functions means uniformity of standards and methods. In the third place, there will be but one control over the handling of fees, both as to examination and renewal; and any surplus over and above actual expenses of examiners will be credited to the General Fund. This will mean not only reduction of expense in the conduct of examinations, but it will also result in considerable revenue to the State now expended by the several boards. The Bureau will pass upon the qualifications of applicants as set forth in the law, but the final review and approval of applications, the actual examination and grading of papers for each profession or quasi-profession represented will be handled by special examiners appointed by the Superintendent of Public Instruction upon the recommendation of the several State societies or associations. These examiners will be paid a per diem rate and necessary expenses as determined by the Superintendent of Public Instruction. The registers of applicants and licensees, all correspondence and other records, will be kept in the Bureau. It will issue licenses, both original and renewals, and certificates in the name of the Department. The Bureau will handle the finances of the present boards.

Through grouping these activities in one agency directed by one individual, it is believed that higher standards may be attained and more efficient control exercised over the whole field of professional examinations. The present boards acting as independent units give little attention to the problem as such, for their time is taken up with the practice of their own professions except for a few days each year. Such matters as reciprocal relations with other state boards, standards of admission and qualifications, and the revocation or suspension of licenses in themselves justify the full time, consideration, and thought of one capable individual. Unless qualified men are taken into the profession and allowed to practice in this State, and the incompetents are refused certificates of permission to continue their practice, both the public and the professions will suffer. Under the proposed plan there will be one overhead and one office instead of thirteen offices scattered over the State. In view of these facts it is recommended that each of the present State examining boards functioning as such, be abolished and control centered in the Bureau of Registration of the Department of Education.

The Bureau of Libraries. At the present time the Department of Education has little supervision over library work in this State. As an ex-officio member of the State Library Board, the Superintendent of Public Instruction has nominal jurisdiction in its management. He is also a member of the committee on the purchase of books. The State Board

of Education does some work in the field of rural libraries, but, in the main this work is handled by the Library Commission. The purpose of all libraries and library work is primarily educational, and instead of having several libraries and library commissions, functioning as independent and isolated agencies, it is proposed that they be grouped under single control and management where their purpose may be realized to the fullest degree and where a uniform policy can be maintained. The experience of other states dictates the wisdom of such a course. It is therefore recommended that the State Library, the Legislative Reference Library and the Law Library be placed under the management of the Bureau of Libraries and the Department of Education.

The State Board of Education will take over the library functions of the present State Library Board, and Trustees of the Law Library, both of which will be abolished, and the Historical Commission. Books for the Law Library will be purchased on the recommendation and order of the Justices of the Supreme Court in so far as available funds permit. The Library Commission will also be abolished and its functions transferred to the Bureau of Libraries. Thus, the management of State Libraries, the control of library work in public and private libraries, in schools and in communities, and the development of a broad policy in the field of library work will be under the supervision of one agency. The Bureau will be under the charge of a trained librarian experienced in both library and executive work. He will also study the question of establishing library schools under both State management and as component parts of existing State or private educational institutions. The present staffs of the above agencies will be retained in so far as they fit the proposed reorganization.

The Bureau of History and Archives will take over the administrative functions of the Historical Commission other than those pertaining to the Legislative Reference Library. The Historical Commission will continue in an advisory capacity. The present membership and term will be retained but future appointments will be confirmed by the Senate. The appointment of the Director of the Bureau will be approved by the Commission. The collection and exhibit of original documents, the dissemination of information concerning the early history of North Carolina and the stimulation of interest in historical research, the preservation and marking of historic sites and the holding of historical exhibits are functions essentially educational in their scope and purpose. It is therefore recommended that such activities be transferred to and developed under the direct supervision of a single agency within the Department of Education.

These changes require only statutory revision.

PRESENT AND PROPOSED ORGANIZATION OF STATE EDUCATIONAL INSTITUTIONS

Colleges

The head of the educational system of the State is the University of North Carolina. Founded in 1789, it has grown to be the largest, most important and best known of all the educational institutions in the State, embracing in its curriculum such activities as collegiate, applied science, teacher training, graduate, extension work and the professions of law, medicine and pharmacy. The University is co-educational. Its management and corporate functions are vested in a board of one hundred trustees elected by joint ballot of the General Assembly with overlapping terms of eight years, the Governor, who is chairman *ex officio*, and the Superintendent of Public Instruction, also an *ex officio* member.

Second in importance to the University is the State College of Agriculture and Engineering, the management of which reposes in a board of sixteen trustees appointed by the Governor with the advice of the Senate, also with overlapping terms of eight years. The Governor is President *ex officio* of the Board. The Board is required to meet annually and not oftener than three times a year, and each member receives five dollars per diem and expenses in the performance of his official duties. The administrative functions of the Board are in large part performed by an executive committee consisting of five members appointed by the Board.

The North Carolina College for Women is the most important women's college in the State. It is governed by a Board of Directors consisting of the Superintendent of Public Instruction as *ex officio* president and ten other members appointed by the State Board of Education with consent of the Senate, with overlapping terms of six years.

Plans are now under way for the consolidation of these three institutions under a single management. Pending the completion of the proposed consolidation, which is indefinite, it is recommended that the present boards, especially that of the University, be reorganized so as to provide a workable group. To vest corporate powers in a group of one hundred and two individuals is obviously impractical. This condition is recognized, for the law specifically provides that any ten members may constitute a quorum competent to exercise full powers of the Board. The only explanation of a board of such size is that it presumably gives the widest possible representation from all sections and groups within the State. It is believed that a board consisting of twenty-two members as indicated below, will not only result in ample representation, but at the same time prove workable.

It is proposed that the trustees of each of the foregoing institutions be appointed by the Governor, with the consent of the Senate, from each of the judicial districts of the State. They will serve for five years and

each group of four will have overlapping terms. In addition, the Governor and the Superintendent of Public Instruction will represent the State Board of Education, and thus link these important colleges with their feeder, namely, the public school system. Participation by the Superintendent of Public Instruction, as the head of the Department of Education, in the management of the three institutions is essential because the relationship between the State institutions of higher learning and the public schools is inseparable and should continue. High school standards should coincide with the college entrance requirements, and if the gap is too wide, both groups will suffer. The Department of Education through their representatives, will bring before the trustees questions of standards, requirements and related matters and in this way dispose of existing as well as anticipated difficulties.

Under the proposed arrangement, executive committees elected by each board should handle the immediate affairs of each institution and report to the Board as a whole at its annual or at special meetings. In this way close contact will be had with each institution by the respective boards and facilitate the development of uniform and constructive policies.

The Negro Agricultural and Technical College is managed by a board of fifteen trustees, elected by joint ballot of the General Assembly for a term of six years, each group of five having overlapping terms. They receive traveling expenses only, and not oftener than four times a year. The administrative work of the Board is in the hands of an executive committee consisting of three trustee members elected by the Board. The institution admits negro boys only, and furnishes instruction in practical agriculture, mechanical arts and academic subjects relating thereto.

It is recommended that the Board of Trustees of the college be reorganized in the manner just described, namely, that the number of trustees be increased from fifteen to twenty, appointed by the Governor, with the consent of the Senate, from each of the twenty judicial districts. Each group of four having overlapping terms of five years. This will give adequate representation from each section of the State, and at the same time keep the size of the Board in workable limits. The Governor and Superintendent of Public Instruction, representing the State Board of Education, will constitute the *ex officio* members of the Board.

Normal Schools

The following normal schools are maintained by the State:

- East Carolina Teachers' College
- Cullowhee Normal and Industrial School
- Appalachian Training School for Teachers
- Cherokee Indian Normal School
- Negro Normal School at Fayetteville
- Negro Normal School at Elizabeth City
- Slater Industrial and State Normal School for Negroes

The management of the East Carolina Teachers' College is vested in the Board of Trustees consisting of the Superintendent of Public Instruction as *ex officio* chairman and nine members appointed by the State Board of Education with overlapping terms of six years. Its purpose is to give to young white men and women such training as shall fit them to teach in the public schools of North Carolina.

The management of the other six normal schools is vested in local boards of trustees consisting of seven members appointed by the State Board of Education for overlapping terms of five years. In each case the trustees are selected from the districts served by the respective schools. The policy, standards, courses of study and methods are supervised by the Superintendent of Public Instruction.

It is proposed that the East Carolina Teachers' College be placed under the supervision of the Department of Education as are the six normal schools at the present time. Each Board of Trustees will consist of five members appointed by the State Board of Education from the districts served by the schools. Their term of office shall be five years, one to expire each year, and the State Board shall have power to remove any trustee and to fill all vacancies. The Superintendent of Public Instruction will not sit as an *ex officio* member of any of the boards, but he will appoint the president or principal of each of these institutions, and may remove him for cause. Members of the teaching staffs and other employees shall be appointed and may be removed by the respective presidents or principals subject to the approval of the local boards.

It is believed that the proposed arrangement will make for a uniformity of policy and definite accomplishment looking to a substantial increase in the number of qualified teachers for the public schools in North Carolina, the raising of teaching standards and the development of a higher type of citizenship among the coming generation.

The above changes in board membership and tenure may be made through statutory revision.

DEPARTMENT OF LAW

Present Organization of the Attorney-General's Office and the Commission for the Revision of the Laws

The Attorney-General is a constitutional officer elected by the people for a term of four years. His present salary is \$4,000 a year, and in addition is allowed certain fees for appearance in behalf of the State at sessions of the Supreme Court. Sec. 8, Art. III of the Constitution provides that the duties of the Attorney-General "shall be prescribed by law." As a constitutional officer, he is an *ex officio* member of the State Board of Education, and by statute an *ex officio* member of the Board of Public Buildings and Grounds, State Pension Board, Advisory Board of Parole, State Board of Equalization, State Printing Commission and Chairman of the Municipal Board of Control. The Constitution specifies that the Attorney-General shall be the legal advisor of the Executive Department.

The Attorney-General is directed by law to represent the State in all actions, civil or criminal, in which the State is interested or is a party; to prosecute and defend all suits relating to matters connected with the offices of the Governor, Secretary of State, Treasurer, Auditor, Corporation Commission, Insurance Commissioner and Superintendent of Public Instruction, and all institutions on request of respective heads; to consult with and advise solicitors as regards their duties; to render opinions when required on questions of law submitted by the General Assembly, Governor or any other State officer; and to compare the warrants of the Auditor with laws under which they purport to be drawn; to advise and aid the State Board of Elections in the preparation, distribution of ballots, poll books and forms of election returns.

It is to be noted that prosecutions of the health and agricultural laws and regulations are handled at the request of the Commissioners of Health and Agriculture by the respective solicitors of the judicial districts in which the violations occurred. The Corporation Commission is also empowered to employ special counsel in prosecuting or defending suits relating to tariffs, rates, and schedules of public service corporations, subject to the approval of the Governor; on the other hand, the Highway Commission may employ counsel on its own initiative.

The Commission for Revision of the Laws is composed of two members of the Senate appointed by the President of the Senate, and three members of the House appointed by the Speaker of the House. Its functions are to compile, collate, annotate and revise the public statutes of North Carolina, to publish and distribute copies of the same upon completion and to report to the General Assembly as the occasion demands. In the prosecution of this work the Commission is authorized to employ necessary experts and assistants and to fix their compensations.

This Commission was created in 1917 and continued by the 1919 General Assembly. Its efforts are represented in the present Consolidated Statutes which have been enacted into law, representing coördination and grouping of all existing laws up to and including 1919.

Proposed Organization of the Department of Law

The head of the Department of Law will be the Attorney-General, elected by the people for a term of four years. He will continue as the chief legal officer of the State. It is suggested that the practice of allowing the Attorney-General fees be discontinued, and that he be paid a salary commensurate with the responsibilities and dignity of the office.

In the interpretation of its laws outside of the courts, and in his rulings on legal questions, his authority is final, and in such matters he guides the actions of the Governor and other administrative officers.

It is proposed that his present functions as legal advisor and State counsel be continued. In addition it is recommended that he or his deputies represent the State in its entirety in all actions. This contemplates that actions brought by the departments of Health and Agriculture and the Corporation Commission be handled through his office instead of through solicitors or independent counsel. Only in emergency and when approved by the Governor shall any department be allowed to employ special counsel. In Pennsylvania the Attorney-General handles all of the legal business and affairs of every department, bureau, board or commission. In New Jersey the Attorney-General is the sole legal advisor of all State officials and agencies except in emergency cases. In New York City all legal matters are handled by the Corporation Counsel. In the United States Government the Attorney-General is the chief law officer, and all legal work and appointments emanate from him.

It is further proposed that the duties now performed by the Commission for Revision of the Laws be handled in the office of the Attorney-General and the Commission abolished. Familiarity with existing statutes, legal phraseology and construction render the office of the Attorney-General the proper place for the revision, collating and annotating of the public laws. This transfer of functions would also have the advantage of hastening the appearance of the consolidated statutes. The latest consolidated statutes are now three years old and separate laws covering three sessions of the General Assembly with their consequent conflicting contents must be used. To be of real value, the consolidated statutes should appear at the earliest possible moment after adjournment of a regular session, and if the work of compilation, correction and revision were kept up currently, as would be the case where a permanent staff is employed, there is no reason why they would not be ready for enactment at the following biennial session of the General Assembly.

Deputies or other legal assistants assigned to this work will also be charged with the drafting and revision of all bills and amendments for

members of the General Assembly and other authorized persons. This work would insure a uniformity in the drafting and amending of all legislation, accuracy as to statutory reference, a minimum of verbosity and irrelevant matter and a corresponding simplification of statement. Such practice would dispel doubt in the minds of many legislators as to the constitutionality of proposed legislation and conflicts with existing laws. In committee discussion, a bill bearing the approval of the bill-drafting division of the Law Department *ipso facto* renders the work of the committee members easier, and at the same time expedites action on the bill. This system has proven most effective in New York State. In view of the mass of bills introduced at each session of the General Assembly, there is no doubt but that such preliminary review and subsequent revision would justify itself.

The foregoing charges may be effected through statutory enactment.

DEPARTMENT OF AGRICULTURE

Present Organization of the Department of Agriculture, Crop Pest Commission, Joint Committee for Agricultural Work, and the State Standard Keeper

In the volume of capital invested and in the wealth of its agricultural products, North Carolina is in the vanguard of all Southern States. Over \$1,250,000,000, is invested in agricultural pursuits and the annual gross returns are in excess of \$500,000,000. Of the large variety of crops produced in this State, cotton is foremost, representing 30.8% of the total. Tobacco and corn are next with 26.2% and 13.8% respectively; vegetables constitute 6.2%, hay and forage 3.3%; and the percentages of minor crops are inappreciable. In livestock, dairy products lead with 6.3%, poultry 3.5%, pork products 1.96% and beef products 0.62%. Thus it will be seen that emphasis has been laid on the cultivation of the soil rather than in the propagation and breeding of livestock. This condition is due largely to climatic and soil advantages substantially furthered through the enactment of progressive agricultural laws.

The Department of Agriculture is under the administration of a Commissioner elected by the people for a term of four years. The law requires that he be a practical farmer. His present compensation is \$4,500. He is *ex officio* chairman of the Board of Agriculture and Joint Committee for Agricultural Work discussed in the following paragraphs. In addition to the Commissioner, there is an advisory agency known as the Board of Agriculture consisting of ten members appointed for a term of six years by the Governor with the consent of the Senate. They must be practical farmers and meet not less than twice each year, and for their services they receive \$5.00 per diem and expenses. Formerly the Board appointed the Commissioner of Agriculture. The duties of the Board are to advise the Commissioner with respect to his statutory duties, to have general supervision and control of the finances of the Department and to regulate the salaries of all employees whose compensation is not fixed by law. The Board is also directed to administer a State warehouse system, the purpose of which is to stabilize the cotton market and encourage the growth of the cotton industry.

As the executive head of the Department, the Commissioner is charged with the administration and enforcement of the agricultural laws of the State and the promotion of its agricultural interests. The law prescribes that the Commissioner shall perform his duties subject to the advice and consent of the Board. The activities of the Department cover inspection, sampling and analysis of foods, feedstuffs and fertilizers, oils and gasolines, the examination and classification of soils, the study of plants and insect pests, the facilitating of marketing agricultural produce, the operation of State warehouses for the reception, classification and stor-

age of cotton, the encouragement of animal husbandry, dairies and poultry farms, the inspection and testing of cattle, the preparation and sale of cholera serums and other anti-toxins, the operation of test farms, the promotion of coöperative associations, farm management and the maintenance of the State Museum. The Department is also charged with the inspection of ice-cream plants, creameries, cheese factories and bakeries. In the formulation and enforcement of rules and regulations, it has been given quasi-legislative powers.

Under the existing law, the Board of Agriculture constitutes the Crop Pest Commission, and in this capacity it makes necessary regulations for the eradication and prevention of dangerous crop pests. The Commission regulates the transporting of plants liable to harbor such pests to and from the State. It may also inspect premises suspected of being infected and take steps to abate the danger.

The Joint Committee for Agricultural Work is composed of four members of the Board of Agriculture designated by them, four members of the Board of Trustees of the State Agricultural and Engineering College, the Governor as *ex officio* chairman, and the Commissioner of Agriculture and President of the State College as *ex officio* members.

The duties of the committee are to have supervision and control of similar agricultural work performed or as may be performed by the Department and the College, or any other work which these two agencies agree to put under the Joint Committee, the purpose being to prevent duplication or overlapping of related work of these two agencies. This includes practically all of the present agricultural extension and experimental work. The establishment of coöperative associations and credit unions is specifically mentioned in the law as coming under the jurisdiction of the Committee. This work, directed by a Superintendent appointed by the Committee, consists of the promotion of coöperative associations and credit unions through educational campaigns and personal assistance.

The supervision of the standard weights and measures of the State and the distribution of weights and measures to the counties are under the jurisdiction of the State Standard Keeper, a function formerly lodged with the Governor. The keeper of weights and measures is appointed by the Governor to serve at his pleasure, and his compensation is \$100 a year.

Proposed Organization of the Department of Agriculture

The head of the Department of Agriculture will be a Commissioner of Agriculture appointed by the Governor with the consent of the Senate, instead of elected as at present, and who will serve at his pleasure. The Board of Agriculture will continue as a group of ten individuals appointed by the Governor with the consent of the Senate, representing each of the congressional districts of the State. Their term of office

shall be five years and two shall expire each year. Its duties will be advisory only. The actual administration of the Department will be under the control of the Commissioner responsible only to the Governor.

To empower a comparatively large board residing in different sections of the State and meeting at long intervals with administrative functions is improper organization. This condition must inevitably result in the assumption by the Board of such administrative functions, and thereby restrict the authority and activities of the proper head, namely, the Commissioner. Sound principles of organization and practical results dictate the wisdom of a sharp line of demarcation between executive and advisory powers. In advising the Commissioner as to his duties and assisting in the formation of policies and programs, the Board would perform important services.

The Joint Committee for Agricultural Work will be continued but its functions will be solely advisory. The administrative work of the Committee will be performed by the Director of Extension and Experiment Station, who will be appointed by the Governor, with the consent of the Senate, for a term of four years. Under the proposed organization, the Governor will be represented through his appointees, the Commissioner of Agriculture and the Director of Extension, and he will not sit on this Committee.

The Department of Agriculture will consist of the following bureaus:

Regulatory and Departmental, (Under Commissioner)

Bureau of Administration

Veterinary Bureau

Bureau of Laboratories

Bureau of Inspections

Bureau of Museum

Extension and Experimental, (Under Director of Extension)

Bureau of Animal Husbandry

Bureau of Agricultural Economics

Bureau of Farm Management

Bureau of Plants and Soils

Bureau of Experiment Farms

Bureau of Publications

The Bureau of Administration will handle the financial and other accounting records of the Department, personnel and office management. It will also have charge of the department lime plant and supervise the control and distribution of weights and measures. The position of State Standard Keeper as such will be abolished.

The Veterinary Bureau will continue its regulatory work in connection with the control and eradication of cattle-tick fever, bovine tuberculosis, hog cholera, and other contagious animal diseases. The co-operative work of the U. S. Department of Agriculture will continue.

The Bureau of Laboratories will be composed of the Divisions of Fertilizer and Feedstuffs, Food and Drugs, Gas and Oil, and Seed Analysis. The functions of this bureau will be scientific rather than administrative, and the State Chemist will be the Director. Samples of commodities taken by inspectors would be analyzed in these laboratories, but the inspectional phases of this work as such, the actual taking of samples and the prosecution of violators would be handled by the Bureau of Inspections under the direction of a Chief Inspector.

The Bureau of Museum will continue as at present under the direction of a Curator.

The Bureau of Animal Industry will continue as at present organized, and carry on its experiments and extension work with regard to beef and dairy cattle, poultry, swine and sheep.

The Bureau of Agricultural Economics will consist of the Divisions of Markets, Warehousing, Coöperative Associations and Crop Statistics.

The Bureau of Farm Management will consist of the Divisions of County Agents, Home Demonstrators, Farm Drainage and Farm Engineering.

The Bureau of Plants and Soils will be composed of the present Divisions of Agronomy, Entomology, Plant Pathology, Horticulture and Botany which are now maintained as separate and independent entities. Under the proposed transfer they would be coördinated and subject to the direction of one head, namely, the Director of the Bureau.

The Bureau of Experiment Farms will continue as at present, and consist of the six test farms located throughout the State.

The Bureau of Publications will have charge of all publications, publicity and propaganda work of the entire department, including both regulatory and extension work.

The above changes require only statutory revision.

STATE BOARD OF HEALTH

Present Organization of the State Board of Health and the Quarantine Board

The State Board of Health is composed of nine members who derive their appointment from two sources. Four members are elected by the Medical Society of North Carolina and five, one of whom is required to be a sanitary engineer, are appointed by the Governor, each for a term of six years. The Board elects a President from its membership, and an executive committee consisting of the President and two other members, which committee has such powers and duties as may be assigned to it. The Secretary-Treasurer is elected by the Board from the registered physicians of the State for a like term of six years. He is the executive officer of the Board and is known as the State Health Officer. His salary is \$5,000 per annum, and the Board members receive \$4.00 per diem and expenses. The Board is required by law to meet annually, but special sessions and meetings of the executive committee are called by the President through the Secretary.

The State Board of Health is charged with the protection and promotion of public health and the enforcement of laws and regulations in connection therewith. Specifically, its duties, which are carried out by the State Health Officer, are to investigate causes of disease, particularly epidemics dangerous to the public health, the sources of mortality and the effect of location, employment and conditions upon the public health; to maintain a State Laboratory of Hygiene and to prepare, distribute or administer anti-toxins and vaccines; to supervise the registration of births and deaths; to conduct pre-natal work and child hygiene activities; to make sanitary investigations; to make monthly examinations of all potable waters; to investigate watersheds, systems of water supply, sewerage, and to approve plans for same; to maintain in the State Sanatorium for Tuberculosis and to conduct in connection with it a Bureau of Extension; to act as the medical advisors of the State and to advise the Governor in regard to the location, sanitary construction and management of all State institutions and to inspect same at least once a year. The Board supervises medical inspection in the public schools and directs county health work, which is under the control of local county boards of health. One of its most valuable functions is the education of the public in matters of health. This is carried on through publication of bulletins, exhibits, lectures, motion pictures and other forms of publicity. In the promulgation and enforcement of necessary rules and regulations designed to carry out the provisions of the law, the Board is given wide powers.

The State Quarantine Board directs the North Carolina station for Maritime Quarantine at Cape Fear. The Board consists of a medical Quarantine Officer appointed by the Governor and removable at his

pleasure, and two members appointed by the President of the State Board of Health for a term not specified. The former, who must be a "physician of experience," receives a salary of \$600, and the latter, who are required to be resident physicians of Wilmington, receive \$100 per annum. The function of the Board is to provide relief and hospital attention for incoming passengers suffering from infectious diseases; to disinfect vessels and to revise maritime quarantine rules and regulations. The Board is required to meet annually on the first Monday in May at the call of the President. The medical quarantine officer is the executive member of the Board and prescribes the rules and regulations to which vessels subject to quarantine must conform. He employs a crew of four men to man a boat at those seasons when quarantine regulations are in force. For each vessel visited and inspected he collects a fee of from five to fifteen dollars, depending upon the tonnage, which must be accounted for as prescribed by the law. He also has power to issue warrants to the sheriff or other officer for the arrest of any person violating quarantine.

Proposed Organization of the Department of Health

As indicated, two agencies appoint the members of the State Board of Health, namely, the North Carolina Medical Society and the Governor. The members thus appointed feel accountable to their respective agencies, a condition which makes for division of responsibility and possible friction. The power of removal is likewise vested in the appointing agencies, thus rendering it difficult for the Governor to make changes in the personnel of the Board appointed by the Medical Society, should such action prove desirable. The most serious objection, however, is based on the fact that the Board's executive, viz., the Secretary and also State Health Officer, is an administrative officer over whom the Governor has no control. In other words, he is the head of a highly important department, responsible not to the Chief Executive of the State, but to an independent board. Such an arrangement is not sound organization, for it breaks the line of executive authority and sets up an agency practically isolated from the other administrative departments of the State.

The head of the Department of Health shall be a Commissioner of Health appointed by the Governor with the consent of the Senate, for a term of four years, and who shall serve at his pleasure. The Commissioner shall not be a member of the State Board of Health, but he shall advise with them continuously and consider their recommendations with respect to the formation of health policies, enlargement of activities, enactment and enforcement of rules and regulations and the administration of this department. The Commissioner shall be a registered physician who has had not less than five years of successful practice, and at least three years of practical experience in public health work.

The State Board of Health shall consist of five members, three of whom shall be registered physicians, one a practicing sanitary engineer, and one a woman, who shall be appointed by the Governor with the consent of the Senate. Their terms shall be five years, one expiring each year. The executive committee as such shall be abolished, and three members of the board shall constitute a quorum. In the administration of the department the duties of the Board shall be advisory only. The management of the Tuberculosis Sanatorium shall continue to be vested with the State Board of Health, and the management of the Orthopædic Hospital shall be transferred to its jurisdiction. The superintendents of the Tuberculosis Sanatorium and Orthopædic Hospital shall be appointed by the Commissioner of Health, but both appointment and removal shall be subject to the approval of the State Board of Health.

The Department will consist of the following bureaus:

- Bureau of Administration
- Bureau of Epidemiology
- Bureau of Publicity and Education
- Bureau of Vital Statistics
- Bureau of County Health Work
- Bureau of Venereal Diseases
- Bureau of Maternity and Infancy
- Bureau of Engineering and Inspection
- Bureau of Medical Inspection of Schools
- State Laboratory of Hygiene

These Bureaus, with the exception of the Bureau of Publicity and Education, are now functioning. In this Bureau will be centralized the publicity work of the entire department and through its establishment, the educational efforts of the several Bureaus will be effectively coördinated. Educational work is largely preventive, and as such constitutes one of the most important phases of health work. It should therefore receive proper recognition in the program and organization of the department.

It is proposed that the State Quarantine Board as such be abolished and its functions be transferred to the Bureau of Epidemiology. The work of this Board is primarily connected with communicable diseases, their discovery, diagnosis, treatment and suppression. Such activity, therefore, logically should repose in the Department of Health where it may be controlled by a central agency created for the sole purpose of protecting public health.

The above changes require statutory revision only.

DEPARTMENT OF TAXATION AND REVENUE

Present Organization of the Department of Revenue and the State Board of Equalization

The Department of Revenue was created by statute in 1921 for the primary purpose of administering the newly enacted income-tax law which supercedes a direct State tax on real and personal property. In view of the emergency the Commissioner was made an appointive officer, but the law states that "the succeeding Commissioner of Revenue shall be nominated and elected in the year one thousand nine hundred and twenty-four, in the manner provided for the nomination and election of other State officers, and quadrennially thereafter." The present Commissioner was appointed by the Governor by and with the advice and consent of the Senate. This department took over the powers and duties of the State Tax Commission which formerly consisted of the members of the Corporation Commission.

The duties of the department summarized from the laws are to direct, supervise and enforce collection of income taxes of persons, corporations and unincorporated businesses; to supervise the enforcement of the Inheritance Tax Act; to collect such other taxes as required by law; to keep necessary accounting and other records; to pay the State Treasurer all moneys received; to appoint necessary assistants and fix their compensation; to prepare and have introduced remedial tax legislation; to make an annual report to the Governor of the Department's activities and biennially to the General Assembly with recommendations as to existing or proposed forms of taxation. These functions are administered by a chief deputy commissioner, nine deputy commissioners, a chief clerk and other clerical assistants under the supervision of the Commissioner.

The State Board of Equalization is composed of three *ex officio* members, namely, the Commissioner of Revenue, Chairman of the Corporation Commission and the Attorney-General. The duties of the Board, which meets on the call of the Commissioner of Revenue, are to hear and determine appeals from valuation of property by assessing officers in the several counties, and to order county boards of equalization to raise or lower assessments that they may be just and uniform.

Proposed Organization of the Department of Taxation and Revenue

The head of the Department of Taxation and Revenue will be a Commissioner of Taxation and Revenue who shall be appointed by the Governor, with the consent of the Senate, for a term of four years, and who shall serve at his pleasure.

The Department shall consist of the following bureaus which shall be organized into appropriate divisions as conditions may warrant:

Bureau of Administration
Bureau of Motor Vehicles

The Bureau of Administration will be responsible for the assessment and collection of taxes on corporations, incomes, estates and other sources now supervised by the present Department of Revenue. In addition, it will take over the tax collecting activities of the Treasurer's office, and those functions of the Department of Insurance relating to the tax on gross premium receipts of insurance companies doing business in the State, the State Auditor's office relating to the issuance of franchise tax statements, and the State Board of Education relating to the assessment and collection of taxes on improved swamp lands. It will also collect the gasoline road tax, and the tonnage tax on fertilizers, which functions will be transferred from the Secretary of State's office and the Department of Agriculture respectively. It will be the central State agency for the collection of all taxes and revenues levied or charged by statute, and funds thus received will be turned over currently to the Department of the Treasury as required by law.

The Bureau of Administration will also administer the functions now lodged with the State Board of Equalization in the adjustment of assessment valuations initially imposed by the county boards of assessors, and the Board, as such, will be abolished. The Commissioner will have the final decision in the settlement of valuations.

The Bureau of Automobile Licenses will be transferred from the Secretary of State's office to the proposed Bureau of Motor Vehicles. The collection of taxes on automobiles and gasoline constitutes its chief function, which properly belongs in the Department of Taxation and Revenue. The Secretary of State should not be responsible for the collection of taxes. His responsibilities relate to a different field of administrative affairs.

The above changes require statutory revision only.

DEPARTMENT OF NATURAL RESOURCES

Present Organization of the Geological and Economic Survey, the Fisheries Commission Board, and the Audubon Society

The principal agency in the State today for the conservation of natural resources is perhaps the Geological and Economic Survey, although the Fisheries Commission Board and the Audubon Society are each performing highly important functions in the conservation of fish and game.

The Geological and Economic Survey is conducted by a State Geologist, appointed by the Governor and removable at his pleasure, but he is under the supervision of a Geological Board. This Board consists of four members appointed by the Governor by and with consent of the Senate, for a term of four years, each group of two having overlapping terms. The salary of the State Geologist is fixed by the Board, and the latter receives \$4.00 per diem, not exceeding eight days annually, and necessary traveling expenses. They are required by law to meet not less than twice a year. The objects of the Survey as at present stipulated, consist of the examination of mineral, forestry, fishery and other natural resources of the State, geological formations, road building materials, streams and water powers with special reference to the development and preservation of sources through protection of forests, the examination and classification of soils, forests, the investigation of the location and development of mineral properties, the supervision of drainage districts, and the coöperation with town and county authorities in the building and improvement of public roads.

Under a law passed in 1921, the Board is directed to coöperate with the Federal Power Commission and the Corporation Commission regarding water-power developments and the location of sites. In the same year the General Assembly passed a law abolishing the Mount Mitchell Park Commission and transferring its function, i.e., the preservation and development of the State parks to the Geological and Economic Survey. An important function of the Survey is the prevention and control of forest fires administered through a State Forester appointed by the Board. He in turn appoints the local forest wardens and supervises their duties. The Board submits biennial reports to the General Assembly, showing the progress and expenditures of the Survey, and from time to time issues special reports and bulletins for public distribution.

To summarize, the functions of the Board are to survey and report the natural resources of the State, to develop, protect and conserve water powers, forests, fisheries, minerals, soils, and public roads, and to coöperate with Federal, State and local agencies in their promotion.

The Fisheries Commission Board represents a consolidation of a former Shell-fish Commission, Oyster Commission and Fish Commissioner. The Board is composed of five members, appointed by the Governor for a period of four years, with overlapping terms. Three

members must reside in the fishing districts of the State, and must possess a knowledge of the industry. One is required to be a member of the minority party. The Chairman receives three hundred dollars a year and expenses, and the other members five dollars per diem and expenses.

The duties of the Board are to regulate and control the fishing industry in this State, and to enforce the laws relating to fish and fisheries.

The administrative work of the Board is carried on by a Fish Commissioner appointed by and responsible to the Board. With its consent he appoints two assistant commissioners and other employees and prescribes their duties. He is required to make the necessary rules and regulations, to investigate violations and to prosecute offenders; to collect statistics of the fishing industry, to investigate and study the habits of fish and shell-fish, to issue commercial fishing licenses, to lease bottoms for oysters or clam cultivation, and to collect fees or payments for same. Twice each year he makes reports to the Board of the activities of the Department, and the Board submits a biennial report to the General Assembly, showing the operations, collections and expenditures. From time to time it issues special bulletins on various phases of the fishing industry.

The Audubon Society of North Carolina is charged with the enforcement of laws relating to the preservation of birds and game within specified counties. Bird and game wardens for counties within its jurisdiction are appointed by the Governor upon the recommendation of the Society, but their duties and compensation are fixed by the Society.

The North Carolina branch of the Audubon Society was created as a corporation by an act of the Legislature in 1903, and it elects its own officers and trustees. While it receives an appropriation from the State and is allowed to retain fees received in issuance of licenses to nonresident hunters, it is not, strictly speaking, a State agency in so far as its organization is concerned. It does, however, perform State functions in enforcing the bird and game law in those counties designated by law. Its primary function and the object of the National Society, of which the local society is affiliated, is educational. In promoting the study of birds in the schools, and in creating sentiment against the wanton destruction of wild birds and their eggs, it performs a most important and commendable duty; but the Audubon Society is primarily an educational rather than administrative agency. The fact that of the one hundred counties in the State only thirty-two are under its jurisdiction, indicates the need of establishing a central agency directly under State control for the uniform and complete enforcement of the bird and game laws. The tendency of the General Assembly is to remove the several counties from the control of the Society and place enforcement of the bird and game laws under county control. In 1917 a bill was introduced by the chairman of the Senate committee on game, which provided for the creation of a State game commission to take over the ad-

ministrative functions of the Society. This bill, through the offering of amendments, aimed at the exemption of certain counties from its provisions, was finally tabled and failed of passage.

Proposed Organization of the Department of Natural Resources

It is proposed that there be a single agency created in which will be grouped and coördinated those functions pertaining to the protection, development and conservation of the natural resources of the State now controlled in part by three independent agencies. To this end, there will be established a Department of Natural Resources.

The head of the Department will be a Commissioner of Natural Resources appointed by the Governor, by and with consent of the Senate, for a term of four years, and who will serve at his pleasure.

A Commission on Natural Resources consisting of five members shall be appointed in like manner, but with overlapping terms of five years. It will act as an advisory board to the Commissioner in the performance of his duties, and formation of policy. The Commission will be empowered to receive gifts of land and funds for the expansion of the department's activities and the preservation and development of State parks. In the initial formation of the Commission, the present Fisheries Commission Board, the State Geological Board and the Audubon Society of North Carolina will each be represented by one member. In the making of subsequent appointments the conservation elements and groups within the State should be considered.

The Department will be organized with the following bureaus:

Bureau of Fish and Game
Bureau of Parks and Forests
Bureau of Water Power
Bureau of Administration

With the exception of the last named, each bureau will be under the supervision of a Director appointed by the Commissioner. He will supervise the Bureau of Administration. Should the duties and scope of work warrant, it is contemplated that each bureau will be further organized into divisions. The Bureau of Fish and Game will assume the enforcement of the bird and game laws now under the jurisdiction of the Audubon Society, and in those counties where there is local supervision. Thus, single State control will replace the divided authority now exercised by sixty-eight counties and one independent agency. The functions of the Fisheries Commission Board will be transferred to this Bureau, and the present board abolished. This Bureau will also relieve the Department of Agriculture of those responsibilities relating to the propagation and cultivation of fish in the inland waters and similar functions now lodged with the Geological Board.

The Bureau of Parks and Forests will have under its jurisdiction the prevention and control of forest fires, the protection of forest preserves and natural parks and the publication of data and other information relating to forest-fire prevention, the classification of timber and timber lands, the conservation of forests and the development of a State Park Plan. This Bureau will assume the functions of the Geological and Economic Survey coming within the scope of the above, and those of the Department of Agriculture relating to timber and timber lands of the State. The examination and classification of soils at present conducted by the Geological and Economic Survey will be transferred to the Department of Agriculture, which can handle this work more effectively through its laboratories and test farms.

The Bureau of Water Power will be charged with all activities relating to the development of the natural water-power resources of the State, involving the locating of sites, preliminary surveys of potential power, collection of data and related matters. Expansion of industrial activities in this State will increase the demand for further development of its potential hydro-electric power. North Carolina ranks second of all the states in its water powers, developed and undeveloped. At the present time, approximately three hundred and sixty thousand horsepower has been developed. It has been estimated that there is approximately one million horsepower undeveloped in the streams and falls of this State, and at least two million with storage. In the gathering of information for the proposed Department of Public Utilities (now the Corporation Commission), which has control over power companies doing business in this State, and in the formation of a State policy looking to the development of this wealth of natural resources under proper State supervision, there is a genuine need for an administrative agency whose sole purpose is to handle such matters.

The Bureau of Administration will be directly under the jurisdiction of the Commissioner. It will have charge of the compilation of the Department's reports, personnel records, budget and finances, and office management. The study of strata and geological formations, now constituting an important phase of the work of the Survey, and the preparation of topographical and other maps in conjunction with the Federal geological and geodetic surveys, will be transferred to this Bureau.

The above recommendations may be carried out through statutory changes.

DEPARTMENT OF LABOR AND INDUSTRY

Present Organization of the Department of Labor and Printing and Board of Commissioners of Navigation and Pilotage

The head of the Department of Labor and Printing is known as the Commissioner of Labor and Printing, who is elected for a term of four years and who receives a salary of \$4,500. He is also an *ex officio* member of the Printing Commission.

The duties of the Commissioner of Labor and Printing fall in four classes: (1) The collecting, collating and publishing of statistics relating to industrial conditions within the State; (2) mine inspection; (3) employment service; and (4) supervision of public printing. The latter work is under the direct charge of an assistant Commissioner appointed by the Commissioner.

The volume of statistics is published semiannually and has a wide distribution both in the State and elsewhere. The purpose of this book is to give a detailed exposition of the commercial, agricultural and industrial conditions in the State, classified according to industry, and giving for each company or corporation listed such facts as location, capacity and output, raw materials, capital invested, hours of labor, wages and labor conditions generally in each class of industry. It is of especial importance to prospective manufacturers and employers.

The Commissioner is designated by law as the State Mine Inspector in which capacity he is required to examine all the mines in the State with particular reference to works and machinery, ventilation, drainage and general security. He also makes investigations of mine accidents. In the prosecution of offenders he is authorized to employ counsel.

In coöperation with the Federal authorities, the Department conducts a free employment service with offices in various parts of the State. It also extends vocational guidance to minors seeking employment and coöperates with the Federal, State, municipal and other agencies in employment, rehabilitation and Americanization problems.

All State printing is handled in this Department in conjunction with the Printing Commission, whose duties are described elsewhere. An interesting development in this connection is the purchase by the State of all paper used in its printing; thus, in making bids, the public printer estimates only on composition, press work and binding. Through the purchase in car lots of paper of standard sizes, weights and quality, the State saves approximately \$37,500 a year. It is an illuminating example of what central purchasing may really accomplish, and is a forceful argument for the extension of this practice.

The Board of Commissioners of Navigation and Pilotage is composed of five members appointed by the Governor for a term of four years. Four members must be residents of New Hanover County and none may be licensed pilots.

Their duties are to make and enforce rules regulating pilotage service and the navigation of waters from seven miles above Negro Head Point, downwards and out of the bar and inlets adjacent to the port of Wilmington.

The Board annually appoints a harbor master for the port of Wilmington, whose principal duty is to keep the channel way clear and to berth vessels at appropriate docks. A primary function of the Board is the examination and licensing of applicants who desire to become licensed pilots, to supervise the pilots' organization, the widows' and orphans' fund, and to exercise jurisdiction over disputes as to pilotage and between pilots.

Proposed Organization of the Department of Labor and Industry

Owing to absence of labor laws relating to such matters as workmen's compensation, State insurance fund, arbitration and settlement of labor disputes, and factory inspection, the present Department of Labor and Printing has comparatively little contact with or control over labor conditions and problems in this State. This is due, first, to the fact that North Carolina is primarily an agricultural State, and manufacturing has not progressed to the same extent as agriculture; second, to the failure of the General Assembly to enact progressive labor laws. The influx of capital, the development of natural resources and the home manufacture, rather than the exporting of native raw products, promise a marked increase in manufacturing lines in this State. If the State is to keep abreast its industries and properly protect both labor and capital, and if strikes, lock-outs and labor troubles are to be avoided in the future, necessary regulatory laws must be passed and the Department organized on a plane adequate to meet the new requirements.

The head of the Department of Labor and Industry will be a Commissioner of Labor and Industry appointed by the Governor with the consent of the Senate for a term of four years, instead of elected, as at present, and who shall serve at his pleasure. The control of State printing will be transferred to the Bureau of Purchase and Supplies of the Department of Administration.

An Industrial Council will be created to advise the Commissioner in his duties and assist in the formation of policy. This Council will consist of five members, one of whom shall be a woman, a manufacturer, a physician, a lawyer and a representative of organized labor. They shall be appointed by the Governor with the consent of the Senate for a term of five years, one to expire each year. They shall elect their own chairman and three members shall constitute a quorum. In addition to its advisory duties, the Council will study labor problems in various centers throughout the State and conditions elsewhere, and suggest remedial and constructive legislation to the General Assembly. It will

also establish in important industries, sub-councils of employers and employees for the discussion of common problems and promotion of a healthful relationship between the two groups. The Council will appoint a panel of fifty prominent citizens representing various groups, elements and classes. From this panel will be drawn a board of arbitration and conciliation on specific labor disputes who would agree to act as arbiters when called. They shall serve at the pleasure of the Council. A new board will be drawn for each dispute, thus bringing to the arbitration table a fresh point of view and open minds, and their efforts should bring about a conciliation which would best serve and protect the interests of the employer, employee and public alike. It is believed that this method will go far in effecting a just and friendly settlement of labor troubles.

It is proposed that the Department in its initial reorganization will consist of the following bureaus:

Bureau of Administration and Statistics
Bureau of Inspection
Bureau of Employment

The Commissioner will have charge of the Bureau of Administration and will appoint Directors of the other two bureaus as required.

The Bureau of Administration will perform the secretarial duties of the Department, research and statistical activities, and those functions relating to office management, budget and department personnel. This Bureau will compile the volume of statistical data and publish the same annually, as formerly. Figures showing capital invested, quantity and costs of raw materials, output and value of commodities, lose their significance if they are not published at least once a year. A lapse of two years renders current data inaccurate and comparatively valueless. In the preparation of this volume it is suggested that a recapitulation be used for each group or industry considered, and that summary tables be more generously employed.

The Bureau of Employment will continue to coöperate with the Federal Government in conducting a free employment service, and will also work in conjunction with the Department of Education in vocational education of children of school age.

The function of the Board of Commissioners of Navigation and Pilotage will be transferred to the proposed Department of Labor and Industry, and placed in the Bureau of Administration and Statistics. The settlement of pilots' disputes and the administering of their widows' and orphans' funds are within the proper field of the Department's jurisdiction. It is recommended that the appointment of a harbor master be transferred to the Federal authorities.

As progressive labor measures are enacted, as for example, a workmen's compensation act, a State insurance fund or minimum wage

act, it is contemplated that corresponding bureaus would be added to the foregoing bureau organization of the Department. Such laws are in the offing; a workmen's compensation act received serious consideration at the last session of the General Assembly and current discussion of the other subjects is prevalent.

The above changes may be made through statutory enactment.

DEPARTMENT OF PUBLIC UTILITIES

Present Organization of the Corporation Commission

The Corporation Commission is composed of three Commissioners, two of whom constitute a quorum, elected for a period of six years with overlapping terms. The salary of each Commissioner is \$4,500. The only qualification stated in the laws are the requirements that the Commissioners must not own any stocks or bonds of, or be interested in any public service corporation. The Chairman of the Commission is *ex officio* a member of the Municipal Board of Control and the State Board of Equalization.

The duties of the Commission are to make and enforce suitable rules, orders and regulations for the safety, comfort and convenience of passengers, shippers or patrons of any public-service corporation doing business in the State of North Carolina; to fix, regulate and revise rates, charges and tariffs; to make inspections of equipment and facilities and to require the repair or installation and maintenance of improved devices or methods; to investigate from time to time corporations under its control, to see that its rules are being enforced; to sit as a court of record and hear and determine controversies submitted; to employ, with the consent of the Governor, expert assistance in the examination and preparation of all cases heard by the Commission for the purpose of regulating rates for intrastate service.

The Commission is also charged with the supervision and examination of public and private banks, loan and trust companies, and to employ bank examiners and necessary assistants in the prosecution of this work. As State Banking Commissioners, each member of the Commission receives an additional compensation of \$500 a year.

The Commission appoints all employees. Among them is one known as Clerk of the Corporation Commission who is required to be an expert accountant, experienced in railroad statistics and transportation rates. His term is two years, and his duties are largely administrative.

The Corporation Commission has under its jurisdiction the following classes of Corporations: (1) common carriers, including railroads, street railroads, steamboat, canal, express, and sleeping-car companies; (2) telegraph and telephone companies; (3) private electric-light power, water and gas companies; (4) water power, hydro-electric and water companies; (5) flume companies which avail themselves of the power of eminent domain; (6) private sewerage companies; (7) public and private banks, loan and trust companies and corporations.

Proposed Organization of the Department of Public Utilities

Sitting as a court of record having quasi-judicial and quasi-legislative powers, the Corporation Commission should be men of broad business training, judicial temperament, and keen intellect. Dealing with prob-

lems which affect the welfare and convenience of every citizen of this State in every walk of life, the men who regulate the service and rates of public utilities should, as far as possible, be removed from the sphere of unhealthy influence and politics. In order that the best elements may be represented, and that the members of the Commission be independent of party machine and capitalistic control, the following recommendations are made:

There shall be a department known as the Department of Public Utilities at the head of which will be a commission of three members appointed by the Governor with the consent of the Senate for a term of six years, one to expire every two years. They shall elect their own chairman, and two members shall constitute a quorum. One shall be a technical and rate specialist, one a lawyer and the third shall represent the public.

The duties of the Commissioner will continue as now constituted in so far as they relate to the control and regulation of public-service corporations. Bank examination and supervision will be transferred to the proposed Department of Banking and Insurance. The Chairman will not have *ex officio* connection with any other State agency, and he and the other members of the Commission will devote their entire time to the regulation of the public utilities coming under their jurisdiction. With the development of hydro-electric power companies, the expansion of municipal street-car lines and suburban traction companies, the extension of telephone and telegraph companies, as expressed through the natural increase in population, the Commission will find the demands made upon it increasingly heavy, and they should be required by law to give their full time to these complex problems of service, facilities, equipment and rates and to none other.

The above changes may be effected through statutory enactment.

DEPARTMENT OF HIGHWAYS AND PUBLIC WORKS

Present Organization of the State Highway Commission

Aside from highway construction and maintenance, the State is doing little in the way of public works development, and in recent years there have been but few important engineering undertakings under State management. The State is no longer building railroads. In the construction and maintenance of highways, however, North Carolina has always been active, both in actual construction and in assisting counties and municipalities in local work. Realizing the need for a uniform and comprehensive system of highways, the State, for the first time in its history, has embarked upon an ambitious program of highway construction. Under a law passed in 1921, a bond issue of \$50,000,000 was authorized by the General Assembly, and the plans call for the development of a system of highways throughout the entire State ultimately to total some fifty-five hundred miles. In order to meet the demands to be made upon the Department and to insure an equitable apportionment of both roads and funds, the old Highway Commission was reorganized. Formerly the Commission was composed of three members appointed by the Governor with the consent of the Senate for a period of six years with overlapping terms. Each member represented the eastern, central and western sections of the State respectively.

Under the present arrangement the Commission consists of ten members appointed by the Governor and confirmed by the Senate. The head of the Commission, who must be "a practical business man" appointed from the State at large, is known as the State Highway Commissioner, and is required to give his entire time to the duties of this office. His salary is \$5,500. In addition to the Chairman there are nine Commissioners appointed in similar manner for the same term, each from prescribed sections of the State known as construction districts. Three of these Commissioners must be members of the minority party, and in consideration of their services receive \$10.00 per diem and expenses.

The duties of the Commission are to supervise and control the construction and maintenance of the State Highway System, and to meet the requirements of Federal-aid acts relating to the construction and maintenance of rural post roads. The location of the roads comprising the proposed system is decided by the Commission, and it is empowered to take over and control existing county or township roads where desired. The Commission may assume full responsibility for the maintenance of all roads forming a part of the system except the roads which are maintained by the counties having contract with the Commission and streets in towns and cities. It may regulate street openings and excavations on State-owned roads and has power of condemnation proceedings for rights of way and for purposes of obtaining road material such as lime, sand, gravel and timber. The law also authorizes

the Commission to regulate the use of the State highways and to police traffic thereon; to establish a traffic census to secure information concerning the cost, value, importance, use and necessity of roads forming a part of the highway system as a basis for its construction; to adopt a standard design and uniformly mark all roads comprised in the system. The Commission is required to keep a full record of its proceedings and detailed accounts of its finances, and of each road project showing expenditures, liabilities, records, of contract and force account work. The apportionment to the nine districts of the receipts of the \$50,000,000 bond issue and other revenue, such as the automobile license tax, gasoline road tax and other sources as prescribed by law, constitutes an extremely important function of the Commission. The present statute vests the State Highway Commissioner with all the authority of the Commission when it is not in session; the technical supervisory work is performed under the direction of the State Highway Engineer appointed by the Commission.

Proposed Organization of the Department of Highways and Public Works

The head of the Department of Highways and Public Works shall be a Commissioner of Highways and Public Works, now known as the State Highway Commissioner. He shall be appointed by the Governor, with the consent of the Senate, for a term of four years. The Commissioner shall be vested with the powers of the State Highway Commission, and he shall at all times have complete and final jurisdiction over the activities of the Department. The State Highway Commission shall continue in its present form except that the Commissioner shall not be a member.

The duties of the Commission shall be advisory only and their action recommendatory. They shall meet on call of the Commissioner or at such times as a majority may decide, and they shall advise with him relative to the location, construction, improvement and maintenance of the State Highways.

The Department shall be organized with the following bureaus:

Bureau of Highways
Bureau of Engineering
Bureau of Architecture
Bureau of Administration

The Bureau of Highways will continue its present functions, and will have the responsibility for and supervision of the construction and maintenance of the State Highway System. It will also take over the highway functions now exercised by the Geological and Economic Survey. The Bureau will be under the charge of the State Highway Engineer appointed by the Commissioner and who shall serve at his pleasure.

The Bureau of Engineering will assume all engineering projects undertaken by the State. The reclamation of State swamp lands now

under the supervision of the State Board of Education will be transferred to this Bureau. It will handle all public works improvements and will include projects of an engineering character involving the conservation and development of water power under State management, the protection of inland waters from pollution, the supervision of drainage districts organized under the North Carolina Drainage Law, a function now performed by the Geological and Economic Survey, and the outlining of a State drainage system. These and similar problems must be faced by the State within the near future, and proper provision should be made.

The Bureau of Architecture will be under the charge of a director appointed by the Commissioner, who shall serve at his pleasure. The Bureau will prepare the plans and specifications of and award contracts for the construction or permanent improvement of all State-owned buildings and institutions.

Such functions were formerly discharged by a Building Commission and a State Architect appointed by it. This Commission and the office of the State Architect were abolished by the 1921 General Assembly, and all building construction is now handled by the respective department heads and institutional boards. Chapter 165 of the Public Laws of 1921 provides for a bond issue of \$6,745,000, "for the purpose of permanently enlarging the State's educational and charitable institutions." The necessity for the economical use of such funds alone justifies central control of all construction work rather than leaving it to the so-called building committees composed of members of the several boards of trustees. Such central control and supervision permits of the letting of single contracts for each class of construction work, such as excavation, masonry, plumbing, and heating plants for all the institutions. Under the present system separate contracts are let, or will be let by the several building committees for the same classes of work in the respective institutions. Savings cannot be made to the same extent as in group contracts let by one agency.

The Bureau of Administration will be under the supervision of the Commissioner and will continue the present function of regulating highway traffic and policing, and the taking of the highway census. This Bureau will also have charge of the accounting of the Department and the letting of highway construction contracts. It will further supervise personnel records, pay-rolls and departmental routine.

The foregoing changes may be effected through statutory enactment.

DEPARTMENT OF BANKING AND INSURANCE

Present Organization of the Department of Insurance

The supervision of banks, trust, and insurance companies involves regulation of the use of the public's money entrusted to the several companies for purposes of security, investment or protection. It is a problem common to each class of institution, but at the present time this function is scattered. The Corporation Commission supervises banks and trust companies and the Department of Insurance supervises insurance companies.

The head of the Insurance Department, called the Commissioner of Insurance, is an elective officer whose term is four years. His salary is \$4,500. The duties of the Department are to direct the administration and enforcement of the insurance laws; to supervise the admission and regulation of all insurance companies, building and loan associations, Morris Plan companies, and fraternal orders doing or proposing to do business in this State. At the present time some six hundred companies handling all forms of insurance and one hundred and fifty building and loan associations are under the supervision of the Department of Insurance. The Insurance Commissioner collects the corporation tax from these insurance companies on the basis of gross premium receipts, issues licenses to companies, their agents and brokers, and collects fees for the same. In addition, he receives and files fire insurance rates and passes on complaints of discrimination; enforces the "Blue-Sky" law, acts as State Fire Marshal, and administers other provisions of the insurance laws of the State.

The Corporation Commission, whose primary function is the regulation of public-service corporations, is charged under existing laws with the supervision and examination of all public and private banks, loan and trust companies and similar corporations doing business in the State. The Commission executes and enforces such regulatory laws through the Chief State Bank Examiner, the State Bank Examiners and other agents appointed by it.

Proposed Organization of the Department of Banking and Insurance

The head of the Department of Banking and Insurance shall be a Commissioner of Banking and Insurance appointed by the Governor, instead of being elected as at present, for a term of four years, and who shall serve at his pleasure. He shall continue to have charge and jurisdiction of the functions administered by the present Commissioner of Insurance, except those relating to the assessment and collection of taxes on insurance companies. These will be transferred to the proposed Department of Taxation and Revenue. The regulation of banks, with attendant inspection and examination, will be transferred from the Corporation Commission to the Department of Banking and Insurance.

The Department will be organized with three bureaus, as follows:

Bureau of Bank Examination
Bureau of Insurance
Bureau of Administration

The functions of the two bureaus first named will include those indicated in the preceding paragraphs. These bureaus will be organized into appropriate divisions should the volume of work so warrant.

The Bureau of Administration will have charge of the office management, the Department's budget and finances, personnel, reports and other departmental routine.

The proposed changes will require statutory revision only.

DEPARTMENT OF MILITARY AFFAIRS

Present Organization of the Adjutant General's Department

Section 8, Article III of the Constitution, provides that "the Governor shall be Commander-in-Chief of the Militia of the State except when they shall be called into the service of the United States." The State militia is divided into the National Guard, Naval Militia and Unorganized Militia, and, as Commander-in-Chief, the Governor is empowered to call out the militia to execute the law, suppress riots or insurrections, and to repel invasions. He also prescribes regulations governing the organization of the National Guard and Naval Militia in conformity with the Federal statutes.

The military staff is divided into (1) personal staff of the Governor, consisting of ten National Guard officers and two Naval Militia officers as aides-de-camp, and (2) the administrative staff as may be prescribed and authorized by the Secretary of War for the National Guard and the Secretary of the Navy for the Naval Militia.

The head of the Adjutant General's Department is the Adjutant General appointed by the Governor for a term of four years at a salary of \$4,500. The law prescribes that the Adjutant General must have had a minimum of five years of commissioned service in the National Guard, Naval Militia, Regular Army, United States' Navy or Marine Corps. As head of the Department, he is subordinate only to the Governor in matters pertaining thereto. His duties as prescribed by law are to organize, direct and control the militia of this State, to preserve the peace and to protect life and property in emergency through the use of the National Guard, Naval Militia and unorganized Militia, and otherwise execute the military laws and regulations of the United States, the State of North Carolina and Commander-in-Chief. He is also required to make returns of property and expenditures, and to keep the necessary personnel records.

The Governor appoints two property and disbursing officers, who receipt and account for all funds and property belonging to State and Federal governments respectively. Both of these officers are paid by the State and their salaries are fixed by the Governor.

The Soldier Settlement Board, created in 1919, by legislative enactment, consists of three members appointed by the Governor for a term of six years, and who serve without compensation. The Attorney-General is designated as legal advisor.

The primary duty of this Board is the rehabilitation of the ex-service man, and to provide useful employment and rural homes. To this end the Board is directed to coöperate with Federal, State and other agencies engaged in work of similar character. The Board is empowered to contract with the United States in pursuance to acts of

Congress for soldier settlement. Under Sec. 7509, Consolidated Statutes, it may undertake, in coöperation with the United States, projects involving the reclamation of the lands within this State by drainage, irrigation and removal of trees and stumps, the building of levees, sea walls, necessary roads, land leveling, fertilization, sanitation, or involving such other means as may be found practicable and desirable to make the land suitable for agricultural purposes and rural homes."

Proposed Organization of the Department of Military Affairs

The head of the Department of Military Affairs shall be the Adjutant General who shall be appointed by the Governor, with the consent of the Senate for a term of four years, and who shall serve at his pleasure.

The present functions of the Adjutant General's Department will be continued as prescribed by law. Question is raised, however, as to the advisability of the appointment of the two property and disbursing officers. The expense now entailed by the State for the salaries of these two officers could be eliminated through the consolidation and performance of their functions in the office of the Adjutant General proper. In peace-time their work is largely nominal, particularly that of the property and disbursing officer for the United States, since most of its property has been returned to the Federal Government. The duties of these incumbents require only part time, but each receives a salary of \$1,000. Any question as to the impropriety of the Adjutant General passing on his own expenditures could be disposed of through their audit by the State Auditor.

It is also proposed that the functions of the Soldier Settlement Board, which are largely temporary, be transferred to the Department of Military Affairs as the agency closest in touch with the ex-soldier and his problem.

It is proposed that the Department be organized with three bureaus as follows:

Bureau of Administration
Bureau of Personnel
Bureau of Maintenance and Supplies

The Adjutant General shall be in charge of the Bureau of Administration and he shall appoint, if conditions warrant, directors of the two other bureaus.

The Bureau of Administration will supervise Department planning, policy and program; and, in addition, will handle the finances of the Department.

The Bureau of Personnel will discharge the functions now imposed upon the Soldier Settlement Board, which will be abolished, compile and control the personnel records of members of the militia and ex-service men.

The Bureau of Maintenance and Supplies will supervise the receipt and issue of all Federal and State military property. The duties now performed by the two property and disbursing officers will be transferred to the proper bureaus and these positions abolished.

The above changes may be effected through statutory enactment.

DEPARTMENT OF WELFARE

Present Organization of the State Board of Charities, Child Welfare Commission, and Welfare Institutions

The State Board of Charities is a constitutional agency. Section 7, Article XI, provides that at its first session after the adoption of the present Constitution (1868) the General Assembly shall "appoint and define the duties of a Board of Public Charities, to whom shall be entrusted the supervision of all charitable and penal State institutions, and who shall annually report to the Governor upon their condition, with suggestions for their improvement." While the present Board does not actually supervise any State institution, it is given under the Constitution and through subsequent statutory legislation, powers which are broader than advisory. It may enforce, if necessary, certain classes of recommendations based upon its investigations.

The present Board is designated in the statutes as the State Board of Charities and Public Welfare. It is composed of seven members, one of whom must be a woman, elected by the General Assembly on the recommendation of the Governor for an overlapping term of six years. The members serve without compensation, but receive their necessary expenses.

Under the existing statutes the Board is charged with the investigation and supervision "through and by its own members, or its agents or employees, the whole system of the charitable and penal institutions of the State, and to recommend such changes and additional provisions as it may deem needful for their economical and efficient administration." The Board's inspectional powers embrace not only State institutions, but also private orphanages, institutions, maternity homes and persons or organizations receiving children, county jails, prisons, county homes and other institutions of a penal or charitable nature. The Board is directed to study and promote the welfare of the dependent and delinquent child, and to provide either directly or through a bureau for the placing and supervision of such children. It is further required to study social problems such as non-employment, poverty, vagrancy, housing conditions, crime, care and treatment of prisoners, divorce and wife desertion, public amusement, social evil and kindred subjects, with particular reference to their causes, treatment and prevention. Causes of insanity, idiocy and other forms of mental and physical defect also come within the purview of the Board. It also has complete jurisdiction in approving plans and specifications of new jails and almshouses; and it approves all applications for the establishment of private, town and county hospitals for the insane and other mental defectives. Such institutions must be licensed by it, and are subject at all times to visitation. The Board also passes upon the qualifications of county superintendents of public welfare. From time to time it

issues bulletins on social conditions and proper treatment and remedies for social evils, and recommends to the General Assembly social legislation and the creation of necessary institutions.

Reports of its proceedings and a statement of the condition of all State institutions subject to its powers of visitation and inspection, and of other matters affecting public welfare, are submitted to the General Assembly biennially.

The administrative duties of the Board are conducted by a Commissioner of Public Welfare appointed by it and who serves at its pleasure.

The Child Welfare Commission is an *ex officio* body composed of the Superintendent of Public Instruction, the Commissioner of Public Welfare and the State Health Officer. The administrative work of the Commission is directed by an executive officer appointed by the Commission, and who serves at its pleasure.

The duties of the Commission are to administer the Child Labor Law relating to the employment of children under fourteen, the issuance of working papers, and similar matters. In the enforcement of the law, the Commission is authorized to appoint agents, who under its supervision, inspect factories, mills, mercantile and other establishments specifically mentioned in the law. These agents are authorized to enter and inspect any of the foregoing establishments to determine if the requirements of the law with particular reference to minimum age, night work, seats for women employees, and separate toilets for sexes and races are being observed.

The Advisory Board of Parole is also an *ex officio* body composed of the Attorney-General as Chairman, the Chairman of the Board of Directors of the State Prison, and Chairman of the Board of State Charities.

The duties of this Board are to promulgate rules for keeping a record of the conduct and demeanor of State and county prisoners; to formulate rules governing the application for pardon or parole of county prisoners; to consider monthly cases of State prisoners who have served their minimum sentence, and to determine what prisoners are suitable subjects for parole under a conditional pardon; and to report their findings in favorable cases to the Governor in order that he may intelligently administer his powers of pardon, parole and commutation.

State Institutions for the Defective, Delinquent, and Dependent

Mental Hygiene Institutions

At the present time the State is maintaining three hospitals for the insane, a training school for the feeble-minded, and a Hospital for the Dangerous Insane which is operated in conjunction with the State Prison. Prior to 1921 the three hospitals and the Caswell Training School were under the jurisdiction and management of a single board. Under Chapter 183 of the Public Laws of 1921, a separate and inde-

pendent Board of Directors was created for each of these institutions. Each Board consists of nine directors appointed by the Governor by and with consent of the Senate, for a period of six years. Each group of three has overlapping terms, and no two shall be residents of the same county.

The powers, duties and responsibilities of the boards are alike. There is a distinction, however, in the classes of patients and districts served. Central Hospital at Raleigh receives and cares for the white insane patients and inebriates within a prescribed area. In addition, however, it receives insane and inebriate Indians and epileptics from the entire State. Western Hospital at Morganton receives only white insane patients from a specified district, and Eastern Hospital at Goldsboro is a separate institution for the colored insane. Caswell Training School at Kinston admits and treats mental defectives of the entire State.

The Board of each of these institutions is directed to provide for the accommodation, maintenance, care and treatment of patients committed. The Superintendent is appointed by the Board, and he appoints the assisting physicians, matron, steward and all other employees. He has exclusive direction and control over such employees, the internal administration of the hospital and all professional activities.

The Board is responsible for the disbursements of appropriations for maintenance, purchase of supplies, enlargements and permanent repairs. A building committee appointed by the Board from its members has charge of all construction work and improvements.

Formerly, the State Building Commission handled the construction of all institutions, and a Coöperative Purchasing Committee composed of representatives of certain institutions, centrally purchased the supplies for practically all of the State institutions. Both of these agencies were abolished in 1921.

Correctional Institutions

The State Prison and the Hospital for the Dangerous Insane are under control of a Board of five Directors appointed by the Governor for a term of four years with the consent of the Senate. The members receive four dollars per diem and allowance of five cents per mile for traveling expenses, but the chairman may be allowed a salary in lieu of the per diem rate.

The duties of the Board are to direct and manage the affairs of the State Prison and Hospital for the Dangerous Insane, and to provide for the accommodation, maintenance, training, discipline, classification, care and employment of persons legally committed to either of these institutions. The Board appoints all officers, including the Superintendent and employees, fixes their compensation and prescribes their duties. It adopts and enforces such rules and regulations for the government of the institutions, its agents and employees, and the inmates

confined therein as it may deem desirable. The Board is also empowered under the law to "farm out" inmates of the State Prison to other State departments, county and municipal authorities, and to maintain a State farm on which inmates may be quartered and worked. It also has charge of all construction work, enlargements and permanent improvements, and the purchase of necessary supplies, equipment and materials.

The Chairman of the Board is designated by the Governor, and the Board may confer such authority and impose such duties upon him in reference to the management of the two institutions as it may see fit. The prison and hospital, State farm and camps, are subject to the inspection and visitation of the State Board of Health and the State Board of Charities. The Board makes a full report of the financial and physical condition of the State Prison annually, and at such other times as the Governor may require.

Educational Institutions

(State charges only.)

The following institutions for the care, treatment and education of juvenile delinquents and defectives are under State management:

Stonewall Jackson Training and Industrial School (Concord).

State Home and Industrial School for Girls and Women (Samar-cand).

State Training School for Negro Boys. (Not yet established).

State School for the Blind and Deaf (Raleigh).

North Carolina School for White Deaf (Morganton).

The primary purpose of each of the above institutions is educational. Detention and correction are incidental. To place the stigma of penal servitude upon juvenile delinquents and to emphasize the "reform" aspects greatly handicaps the State in its endeavor to develop self-respecting and self-supporting citizens of those boys and girls committed to the so-called "reformatories." The cure is not enforced segregation in itself, but in proper methods of teaching and moral training. This the State is beginning to realize.

The Stonewall Jackson Manual Training and Industrial School was established under the law as "a school for the training and moral and industrial development of the criminally delinquent children of the State, under sixteen years." The management of the institution is in the hands of a Board of fifteen Trustees appointed by the Governor for overlapping terms of six years. The Board employs a Superintendent and other assistants, prescribing their duties and fixing their compensation. It conducts such agricultural, horticultural and industrial work as it may deem expedient, and it formulates the rules and regulations necessary to the proper government of the school.

The Superintendent is the administrative head of the school and has charge of its several activities and of the discipline of the inmates.

The Governor is required to visit the school at least once a year, and he is empowered to transfer prisoners under sixteen from county jails to the school and vice versa.

The State Home and Industrial School for Girls and Women was established in 1917 as a detention home and industrial school for immoral, inebriate and wayward girls and women under 21, and to provide for their safe keeping, employment and rehabilitation. The control of the school is vested in a Board of Managers consisting of five members appointed by the Governor for an overlapping term of five years. The members of the Board receive the necessary expenses while in performance of their official duties.

The duties of the Board are to have general superintendence, control of the institution and of all officers, employees and inmates. All matters relating to the government, discipline, contracts and fiscal concerns are under its jurisdiction. It has charge of all construction work and purchase of all supplies, and it also has full power in the discharge or parole of inmates. The Superintendent and other employees of the institution are appointed by the Board who prescribe their duties and fix their compensation.

State Training School for Negro Boys was provided for under Chapter 190, Public Laws of 1921, but the institution has not yet been established. When operative it will be under the jurisdiction of a Board of Trustees consisting of five members appointed by the Governor for an overlapping term of five years.

The State School for the Blind and Deaf receives, cares for and treats, for purposes of education, all white blind children and all colored deaf mutes and blind children, residents of this State, not of confirmed immoral character, nor imbecile nor unsound in mind, nor incapacitated by physical infirmity for useful instruction, who are between the ages of seven and twenty-one years.

The management of the school is vested in a Board of Directors consisting of eleven members appointed by the Governor with the consent of the Senate for an overlapping term of six years. The Board appoints the Superintendent and fixes his compensation, regulates the admission of pupils and has charge of all construction and purchase of supplies.

All of the white blind children are kept in separate buildings known as the main department. The colored blind children and deaf mutes are in separate buildings located in another section of the city. This branch is known as the colored department, but one superintendent is in charge of both departments. He appoints, subject to the approval of the Board, all employees and prescribes their duties. The school literary work covers a range from kindergarten instruction through four

years of high school, paralleling courses approved by the State Board of Education. There are also courses in music and for the girls, fancy work and sewing. The boys' industrial activities include broom and mattress making and piano tuning. The deaf also receive training in shoe shops, carpenter work and agricultural instruction on the school farm. The endeavor of the school is to provide for each child vocational as well as literary training.

The North Carolina School for the White Deaf receives for the purpose of education all white deaf children, resident in the State, who are not morally and mentally unsound, or physically incapacitated, between the ages of eight and twenty-three years.

The school is under the management of a Board of seven Directors appointed by the Governor for an overlapping term of six years. Not more than two are from the same county.

The duties of the Board are to make necessary by-laws for the proper management of the school and its officers; to provide for the instruction of all pupils in courses of study paralleled in the public schools and in such other branches as may be of special benefit to the deaf. The Board elects a superintendent and other officers, teachers and employees as necessary; regulates admissions, supervises construction and the purchase of all supplies.

In its literary department, both the oral and manual methods are taught. In the vocational and industrial departments are classes in farming, wood-work, printing, shoemaking and tailoring for the boys, and general domestic work including cooking, plain sewing and dress-making for the girls. Primary handicraft work is taught the younger pupils.

Health-Educational Institutions

In this group are two institutions whose functions are not only the treatment of the sick and deformed, but educational as well, viz., the North Carolina Sanatorium for the Treatment of Tuberculosis, and the North Carolina Orthopædic Hospital.

The Sanatorium is under the direct control of the State Board of Health, which is *ex officio* the Board of Managers. Its object is to provide for the accommodation, maintenance and treatment of tuberculous patients committed to its care; to control the disease as far as possible, through the registration of the known afflicted by means of physicians' reports, and to disseminate information among the tuberculous population of the State as to means of obtaining cure and preventing the spread of infection.

The institution receives indigent tuberculous from town or county officials in consideration of payment not to exceed one dollar per day per patient, and as far as possible, endeavor is made to keep the institution self-supporting.

The duties of the Board are to direct and manage the institution, involving such matters as appointment of officers and employees, the determining of qualifications for admission, supervision of finances, new construction and purchase of supplies, and the adoption of necessary regulations.

An important side activity of the Board is the maintenance of a Tuberculosis Bureau in which is kept a register of all persons in this State known to be afflicted with tuberculosis, every physician in the State being required to report patients treated or suspected; and to do extension work, and after-care treatment through the maintenance of a correspondence school with the tubercular, to the end that they shall be properly advised both as to methods of cure, and in the prevention of infection to others.

The Orthopædic Hospital has as its object the care, treatment, and education of the orphaned poor and neglected crippled and deformed children of sound mind in North Carolina.

The management of the hospital is vested in a Board of Trustees composed of nine members appointed by the Governor for a period of six years with overlapping terms for each group of three. The duties of the Board are to provide for the accommodation, maintenance and treatment of crippled children committed to its care; to appoint a Superintendent, to have charge of all construction and purchase of supplies, and to perform such other functions as are necessary to the proper administration of the hospital.

General Welfare Institutions

There are two State homes conducted by the State for both Confederate veterans and Confederate women. The first known as the Soldiers' Home, is managed by a Board of seven Directors, three of whom are appointed by the Confederate Veterans' Association, and four by the Governor, each for a period of one year. In addition a Secretary is appointed by the association at large, and at the present time the State Auditor occupies that office. An advisory board of lady managers is appointed by the Board of Directors to assist in the management of the home, and in the raising of funds. The object of the institution is to provide a home for deserving and needy North Carolina Confederate Veterans; to promote their welfare, preserve their health, and to perpetuate their memorable deeds.

The Confederate Women's Home is managed by a board of seven directors appointed by the Governor for a term of two years. This Board is also assisted by an advisory board of lady managers whose duties are similar to those mentioned above. The purpose of the institution is to maintain a home for the deserving wives and widows of North Carolina Confederate soldiers and other worthy dependent women of the Confederacy who are bona fide residents of North Carolina.

The Oxford Orphan Asylum and the North Carolina Orphanage for the colored race are, properly speaking, private institutions subsidized through State funds. The former is under the jurisdiction of the Grand Lodge of Masons, but three members of the Board are appointed by the Governor. The object of the institution is to provide a temporary home and training school for the education, industrial and moral instruction of destitute and homeless white children of the State not over twelve years of age, and who are of sound mind and body.

The colored orphanage is a church institution which also receives State aid. Its object is to provide a home for the orphaned children of the colored race without regard to religious sects. In addition, pending the establishment of the negro boys' reformatory, the orphanage is receiving delinquent juvenile negroes.

Proposed Organization of the Department of Welfare

Public welfare, in the generic sense, is one of the most important problems with which the government and people of the State have to deal. The sociological, medical and educational aspects of the care and training of public charges, and the study of social conditions affecting the causes and prevention of dependency, delinquency and defectiveness are matters which require the best thought of social students and administrators. Wholly apart from the scientific aspects, the huge sums spent by the State in the maintenance of its several institutions justifies careful expenditure consistent with efficient results. The State cannot get at the root of the trouble nor progress in the solution of the social problems, nor can it attain the desired results in the prevention and arresting of social ills, unless there is proper coördination between and sound organization among those agencies, both State and local, which are engaged in these problems.

The Superintendent of Public Instruction, for example, is concerned with the educational standards and teaching problems of all charitable and correctional institutions. The Commissioner of Health, on the other hand, is charged with inspectional duties relating to medical care, sanitary condition and water supply of such institutions. The State Charities Board is required by law to inspect all State institutions, irrespective of character, to determine that standards of cleanliness are observed, that the inmates or patients are properly housed, clothed and fed and that they are not mistreated. This applies with equal force to all institutions, public and private, from orphan asylums to hospitals for the insane. These and similar functions must be coördinated to avoid friction and to do the most effective work.

The head of the Department of Welfare shall be a Commissioner of Welfare who shall be appointed by the Governor with the consent of the Senate for a term of four years. He shall direct the administrative work of the Department and of the present State Board of

Charities. The latter shall continue as an advisory agency to the Commissioner and shall retain its present powers of visitation and inspection of institutions. It shall be composed of five members instead of seven as at present, one of whom shall be a woman, appointed by the Governor with the consent of the Senate for a period of five years, one expiring each year.

The Child Welfare Commission shall be abolished and its functions transferred to the Department of Welfare under the charge of a Director of Child Welfare appointed by the Commissioner. The present Commissioner of Public Welfare is an *ex officio* member of the Child Welfare Commission, and the proposed transfer would not add unfamiliar duties to the Department.

Proposed Organization of Mental Hygiene Institutions

The Boards of Trustees of the three hospitals for the insane and the Caswell Training School for defectives will consist of five members instead of nine, appointed by the Governor with the consent of the Senate, with overlapping terms of five years as at present. Each of the three hospitals will maintain a ward for the criminally insane, and the lay supervision and discipline will be handled by suitable guards or attendants. Raleigh and Morganton will receive white criminally insane from the entire State. The problem involved is not correctional, but medical. Mental deficiency and not natural weakness, is responsible for the acts committed by such patients, and for this reason they should in every way receive the highest possible professional care and attention.

The duties of each of these boards in so far as the actual administration of the respective hospitals is concerned, shall be advisory, and they will perform lay duties only. Their functions will pertain to the regulation of the admission and discharge of patients, the institutions' finances, the administering of trust funds and bequests and the performance of other corporate duties. All building construction will be transferred to the Bureau of Architecture in the Department of Highways and Public Works. Purchasing of institutional supplies as far as practicable, will be lodged with the Bureau of Purchase and Supplies in the Department of Administration. The management of each institution will be vested in a Superintendent appointed by the Board. He will have charge of all professional activities, the formulation of governing rules and regulations, disciplinary action, preparation of the budget, control of the finances of the institution, the appointment and regulation of all employees, and he shall have power of removal.

The President of each Board of the four institutions, and the Superintendents will constitute a Commission on Mental Hygiene. The Chairman and other officers shall be elected by the Commission. They shall meet at frequent intervals for the purpose of exchange of ideas

in the management of their respective institutions, for the scientific study of mental hygiene, its causes, prevention and cure, and for the formulation of a program and policy on mental hygiene for the guidance of the Governor and other agencies. They shall as far as practicable coördinate their work with particular reference to such matters as institutional farming and the transfer of products, vocational and industrial training, after-care supervision, and business methods. Field and investigational work will be performed by the necessary staff examiners, as far as possible, selected from the present hospital personnel.

Proposed Organization of Correctional Institutions

The State Prison will be managed by a Board of Trustees consisting of five members as at present. They will continue to be appointed by the Governor with the consent of the Senate with overlapping terms of five years instead of four, one to expire each year. The Board will elect its own Chairman in lieu of designation by the Governor. The members of the Board will receive their expenses only, including the Chairman. Their duties will be advisory only, and actual administration of the prison will be left to the Superintendent appointed by them. At the present time the authority and administrative jurisdiction of the Superintendent are limited.

The Advisory Board of Parole will continue as an important staff agency of the State Prison, but it will be composed of the Attorney-General as Chairman, the Superintendent of the State Prison and the Chairman of the Commission on Mental Hygiene.

Proposed Organization of Educational Institutions

(State Charges Only).

The Board of Trustees of the Stonewall Jackson Industrial and Training School will consist of five members, instead of fifteen as at present, appointed by the Governor with the consent of the Senate, with overlapping terms of five years.

It is recommended that the age limit of boys admitted be increased from sixteen to eighteen years. The average boy of eighteen, who is committed to the State Prison, is not necessarily a hardened criminal, and his chances of becoming an upstanding member of society will be increased through the atmosphere of a school rather than in the penitentiary. His habits are not formed, and at this age he is susceptible to proper influence.

The Boards of Managers of the schools for the white deaf and the deaf and blind will likewise consist of five members instead of seven and eleven members respectively. At present five members constitute the Board of Managers of the Girls Industrial School. Under the proposed

arrangement the term of office of the members of each of these boards will uniformly be five years, one to expire each year. Members will be appointed by the Governor with consent of the Senate. The above applies to the Training School for Negro Boys when established.

These Boards will perform the corporate activities of their respective institutions and handle the institutional finances. In the administrative work, their powers will be advisory only. Each board will appoint a Superintendent who shall have charge of the personnel and management of the school.

Proposed Organization of Health-Educational Institutions

The management of the Sanatorium for the Treatment of Tuberculosis will continue to be vested in the State Board of Health, but the latter will consist of but five members instead of ten as at present. The management of the Orthopaedic Hospital will be transferred to the State Board of Health and the present board of trustees abolished. As a health problem primarily, the care and treatment of crippled children logically falls within the jurisdiction of a State health agency.

Proposed Organization of General Welfare Institutions

The two orphan asylums shall continue under existing managements. Strictly speaking, these are not State institutions and will be subject only to authorized inspections by the Department of Education, Department of Health and the State Board of Charities. The Soldiers' Home and the Confederate Women's Home will each be managed by a board of five directors appointed by the Governor with the consent of the Senate, for a term of five years, one to expire each year. Appointments will be made upon the recommendation of the respective Home Associations. As far as possible these two State homes should be freed from any stigma which usually attaches to institutions for the indigent. They should not be classed as charitable institutions for the application of such term stresses the poverty of those admitted to these homes. Inspectional functions should be minimized, and not carried beyond the point of insuring that the inmates receive every possible consideration at the hands of a kindly State.

Proposed Council of Public Welfare

There shall be a Council of Public Welfare which will be attached to the Department of Welfare. It shall consist of the Chairman of the Commission on Mental Hygiene, representing the four hospitals for the insane and defective, the Superintendent of the State Prison, the Commissioner of Welfare, the Superintendent of Public Instruction and the Commissioner of Health, representing the two schools for the blind and deaf, the two orphan asylums, the two industrial schools, the orthopaedic and tuberculosis hospitals, and their respective departments as well.

Participation by these officials will give wide expression to public welfare with its many phases.

The Council will have no administrative powers, but will act as a clearing house of information for all institutions and agencies, public and private, on matters affecting all social problems. It will endeavor to coördinate related activities in the field of public welfare, and develop a spirit of coöperation between the three State Departments mentioned and the various State and local institutions.

The Council will organize and elect its own officers and shall meet at least monthly. It will conduct investigational work and research in public welfare problems. It will consider in its program such subjects as the collection and analysis of statistics, per capita costs, ratios between attendants and inmates, vocational training and employment of patients and inmates, teaching methods, admissions, discharges, after-care and extension work, county and municipal welfare activities, management of private institutions and other subjects of related character.

The execution of this program will be under the direction of a paid secretary appointed by the Council and other assistants if necessary. The Council, as indicated, will have advisory powers only, and no department or institution is required to accept its recommendations, but all material and information developed will be available to every institution and State Department. It is believed that such an agency organized and working along the lines indicated, will be of great value to the State and its agencies represented in the avoidance of friction and overlapping of activities, and in the shaping of a constructive program designed to meet not only existing conditions, but the ever growing problems in the field of public welfare.

All of the foregoing changes require only statutory revision.

PART FOUR

EXPERIENCE OF OTHER STATES IN REORGANIZATION

EXPERIENCE OF OTHER STATES IN REORGANIZATION

That there is nothing startling in the proposal to reorganize the State of North Carolina by consolidating numerous agencies in a few major departments, is evidenced by the fact that to date twenty-two states—almost one-half of the total in the Union—have seriously considered administrative consolidation. Of these states eight have actually reorganized their entire structure and greatly simplified their organization. Such consolidations have been made both by statutory enactment and constitutional amendment, but in every case there has been a saving in administrative costs, a reduction of overhead, and greater efficiency in service rendered.

The movement for reorganization and simplification of State government was initiated by Oregon in 1912. Two years later Iowa and Minnesota followed suit, but the suggestions were then so novel that they received no serious consideration. To Illinois belongs the credit of first recasting its entire government, and its plan has been used as a model on which other states have based their reorganization. In view of its importance a brief discussion of the Illinois plan is given below:

Illinois Plan of Reorganization

In 1917, under the leadership of Governor Lowden, Illinois, through the enactment of a civil administrative code, swept away one hundred and five administrative officers, departments, boards and commissions and consolidated their functions into nine great departments. Each is under the control of a director appointed by the Governor with consent of the Senate for a period of four years.

In addition to the directors, executive and administrative boards are assigned to six departments having quasi-legislative or quasi-judicial functions, namely, Finance, Agriculture, Labor, Mines and Minerals, Trade and Commerce, and Registration and Education. Members of such boards are appointed by the Governor with consent of the Senate, and receive suitable compensation.

Advisory and non-executive boards are assigned to the departments of Agriculture, Labor, Public Works, Public Welfare, Public Health, and Registration and Education. Members of these boards are likewise appointed by the Governor with consent of the Senate, and serve without compensation. Their duties are to advise the Governor and their respective department heads, and recommend policies and practices.

A defect in the Illinois plan may be seen in the appointment by the Governor of some forty-two subordinate officers. As a principle of sound organization, these officers should have been appointed by their respective department heads in order to insure complete coöperation and avoid

question as to authority. Another criticism of this plan has been due to its failure to include in the scheme of reorganization the constitutional departments.

Other States Which Have Adopted Reorganization

Nebraska in 1919 consolidated eighty-two commissions and other agencies into six administrative departments, providing for four constitutional officers and four constitutional boards. In the same year Idaho consolidated a long list of boards and commissions into nine major departments, and in 1921, Ohio and Washington enacted similar changes. All of these plans were based on the Illinois scheme. In 1919, Massachusetts, through a constitutional amendment, provided for consolidation of existing boards into nineteen administrative departments. This plan lacks the simplicity of the Illinois plan, and in some respects denies adequate responsibility to the executive and divides the authority of certain department heads. During the past year California, through the enactment of a series of nine bills, has reorganized its government into nineteen administrative departments. Maryland followed suit with a plan, effective January 1, 1923, which sets up a like number of administrative departments.

States Considering Reorganization

In New York, the Constitutional Convention in 1915 proposed a reorganization of the various departments, boards and commissions, but this plan was defeated with the proposed Constitution. Two years later the Reconstruction Commission set up a scheme of reorganization which contemplated the consolidation of the existing agencies into nineteen major departments. The plan of this Commission, which was appointed by a Democratic Governor, has been defeated by a Republican legislature in the succeeding years. It will in all probability be passed by the 1923 Legislature. Delaware has under consideration a plan which would consolidate the State agencies into eight departments. Proposals have been considered in Arizona, Michigan, Missouri, New Mexico and Tennessee, and studies of existing organizations are contemplated or under way in Arkansas, Connecticut, and Texas.

The complete list of States which have adopted or considered reorganization, together with lists of proposed departments, are shown as an exhibit. Such an imposing array of states clearly indicates the growing demand throughout the country for a simpler and less expensive form of government. In North Carolina, as elsewhere, new units and new activities are constantly being added to the present cumbersome structure. The additional money required for this normal expansion can only be raised in one of two ways: By either increasing taxes or from savings effected through a proper, business-like reorganization of the administrative offices.

The necessity for simplifying governmental organization was forcibly brought out by Raymond B. Fosdick in a recent address. Mr. Fosdick said in part:

"Government has become infinitely complex and technical. It has to do for the most part with matters which are far beyond the intelligence of the average citizen. It deals with complicated bond issues, with subtle transportation problems, with involved plans of taxation and tariff, with technical educational projects and with a hundred other matters which directly affect our lives and happiness, and in regard to which we are called upon to express our opinion as citizens. Consequently, the breach between the citizenship and its government is widening as science increases the complexity of its operations.

"Our elections, many of them, are fought out on the basis of issues about which we voters have no intelligent conception whatsoever, nor could a majority of us acquire such a conception even if there were time and machinery for our education. Frankly, the situation has got beyond us. . . ."

"Government is getting out of the hands of the people—not in the sense that anybody is taking it away from them, but in the sense that with the rapid extension of its technical aspects it is becoming more and more difficult to comprehend and control."

Simplicity, economy of operation and administrative responsibility are the bed-rock of truly democratic government. Prolonged study and past experience demonstrate that such an ideal can only be realized through the sloughing off of useless agencies or units, consolidation of related functions in major administrative departments and the centralizing of executive authority. Such reorganization as proposed herein will reduce overhead expenditure, provide for the expansion of existing activities or addition of new activities at a minimum expense, insure more efficient service to the public; and enable taxpayers to understand the workings of their government and to place responsibility for all acts of the administration.

Any fundamental change of established form and practice, however admirable the motive may be, requires courage, and the determination to stand up under fire. If the State of North Carolina is reorganized along the lines recommended, there will be criticism. This will come, however, from those who are ignorant of its intent or who, through blind prejudice, cling to the reactionary policies of a bygone era. Nor will carping political opponents who naturally see no good in the honest efforts of a progressive party be silent; but the great mass of thinking citizens will approve, once the plan is explained, for it will result in a form of government they can understand and operated at less cost than at present.

North Carolina is on the eve of a new era of agricultural, industrial and commercial development. The growth of population will call for wider activities in conserving and protecting the health of the people,

and in the education of boys and girls in this State. Institutions, both educational and welfare, will be taxed beyond their present limits and forced to expand, particularly as the enlightened conscience of the people demand larger facilities for education and greater care for the unfortunate, sick, needy and delinquent. In its agricultural scope and productivity, North Carolina is among the leaders of the Southern States. There is possibly no State in the Union possessing more varied and richer natural resources. Those will be developed, but this development must be in line with a definite policy which will protect the interest of the State. New industries and public utilities with their attendant problems of raw materials, transportation, and labor are being promoted in all sections of the State. The highway program calls for an ultimate expenditure of fifty million dollars. The construction of 5,500 miles of hard surfaced highways under this program will not only add to the comfort and convenience of the public, but also stimulate to an unprecedented degree the growth of all lines of business. No loyal citizen would retard such a program, yet it carries with it grave responsibilities.

Heavier taxes due to recent bond issues and the addition of new activities, will, as time goes on, focus the attention of the people of the State on the administration of its affairs. For such reasons stricter accountability as to policies and expenditures and corresponding demand for more efficient service will be made.

North Carolina has had a glorious past. In the enactment of progressive laws she has established definite leadership among all the States of the South. The laws governing insurance regulations, coöperative associations, State warehouse system, State printing, agriculture and health are models, and her attitude towards education and public welfare has always been inspiring; but up to the present time nothing has been done in a comprehensive way for simplifying and coördinating her governmental structure so the average citizen can understand it.

With the assumption of new problems and new duties the State must have an organization capable of handling the heavier load; she must provide an intelligent plan of expansion and administrative control. She has not failed to maintain her leadership in the fields of education, welfare, industry, roads and transportation. She should not fail to establish such leadership in State government.

PART FIVE

EXHIBITS

PART V

EXHIBITS

	PAGE
I. Digest of Laws Covering Functions of each Department and Institution	123
II. Duplication and Overlapping of Functions.....	241
III. Grouping of Nonrelated Functions Within a Single Department and Proposed Distribution.....	243
IV. Scattering of Related Functions.....	245
V. Statistics Regarding Present Organization, etc., of Boards and Commissions	246
VI. Analysis of Governor's Appointing Power.....	248
VII. <i>Ex Officio</i> Boards	250
VIII. State Examining Boards.....	251
IX. Proposed Department Heads.....	252
X. Proposed Advisory Boards.....	253
XI. Present and Proposed Organization of Institutional Boards.....	254
XII. States Which Have Adopted Reorganization.....	256
XIII. States Proposing or Considering Reorganization.....	259
XIV. Chart of Present and Proposed Organization, State of North Carolina	261

EXHIBIT I

**DIGEST OF LAWS COVERING FUNCTIONS OF EACH DEPARTMENT
AND INSTITUTION**

REMARKS

THESE REMARKS ARE THE PROPERTY OF THE
LIBRARY OF THE UNIVERSITY OF CHICAGO

STATE DEPARTMENT, BOARD AND COMMISSION
(Attended Examinations)

GOVERNOR'S OFFICE

Secs. 1, 2, Art. III, Constitution; Art. 3, Ch. 129, C. S.

CAMERON MORRISON, *Governor*.

Title—Governor.

Appointment—Elected.

Term—Four years.

Qualification—Thirty years minimum age; citizen of United States five years; resident of North Carolina two years.

Salary—\$6,500; \$600 expenses; Mansion, servants, motor and chauffeur.

EX OFFICIO

- | | |
|--|---|
| 1. President State Board of Education. | 10. Member Printing Commission. |
| 2. Chairman Budget Commission. | 11. Chairman Board of Internal Improvements. |
| 3. Member Salary Standard Board. | 12. Commander - in - Chief State Militia. |
| 4. Chairman State Reconstruction Commission. | 13. Chairman Memorial Building Commission. |
| 5. Member State Board of Censors. | 14. President Trustees, U. of N. C. |
| 6. Member Board of Public Buildings and Grounds. | 15. Chairman Board of Trustees, Orthopædic Hospital. |
| 7. Member Pension Board. | 16. President Board of Trustees, A. and E. College. |
| 8. Member State Library Board. | |
| 9. Chairman State Geological Board. | Thirteen Departments, Boards and Commissions; three Institutions. |

FUNCTION

To perform the duties of the chief executive of the State and enforce the laws, having appointing, pardoning, but no veto power; to act as Commander-in-Chief of the militia.

The Executive Department shall consist of a Governor, in whom shall be vested the supreme executive power of the State, a Lieutenant-Governor, a Secretary of State, an Auditor, a Treasurer, a Superintendent of Public Instruction, and an Attorney-General.—(Sec. 1, Art. III, Constitution.)

SEC. 7531, C. S.—The Governor is empowered to have all departments of the State Government and State Institutions examined and audited from time to time, and shall employ such experts to make audits and examinations and to analyze the reports of such institutions and departments as he may deem necessary.

SEC. 5, Ch. 163, P. L., 1921.—At any time upon a complaint made to him or on his own motion, the Governor may appoint a special commission to investigate any State department or State institution which Commission shall have power to subpoena witnesses, require production of books and papers and to do all things necessary to a full and thorough investigation and submit findings to the Governor.

COUNCIL OF STATE

Sec. 9, Art. III, Constitution; Sec. 14, Art. III, Constitution; Sec. 6547, Ch. 107, C. S.; Sec. 6937, Art. 2, Ch. 113, C. S.; Sec. 7637, Art. 3, Ch. 129, C. S.; Ch. 50, P. L. 1921, Extra Session.

Composition (4)—Secretary of State, Auditor, Treasurer, Superintendent Public Instruction, *ex officio* members. Attorney-General, legal advisor to Executive Department.

Term—Four years.

FUNCTION

To advise the Governor in the execution of his office, any three constituting a quorum; to keep a signed record of their advice and proceedings in this capacity, from any part of which any member may enter his dissent; to furnish such records to the General Assembly as required; to convene at call of the Governor. To advise with the Governor in regard to convening General Assembly for extra session. To approve or reject, in conjunction with Board of Internal Improvements, any proposed encumbrance on the franchise or property of any corporation in which the State is a stockholder or otherwise has an interest. State bonds and certificates may be signed in lieu of the Treasurer, in case of his absence or inability to sign, by any member of the Council of State designated by it.

BOARD OF INTERNAL IMPROVEMENTS

Ch. 107, C. S.

Composition (3)—Governor, Chairman *ex officio*; two members appointed by Governor with consent of Senate.

Term—Two years.

Compensation—\$5 per diem and expenses. Extra compensation for special investigations.

FUNCTION

To have charge of and to protect the State's interest in all internal improvement corporations, such as railroads, canals or other public works, in which the State is a stockholder or part owner; to require from time to time, written reports from the presidents of such corporations of the affairs of same; to approve or reject in conjunction with the Council of State, any proposed encumbrance on the franchise or property of any corporation in which the State is a stockholder or otherwise has an interest.

To appoint proxies to vote for the State at directors or stockholders meetings of such corporation; to investigate at the instance of the Governor the affairs of such corporations and the conduct of any official thereof and take suitable action thereon; the compensation of such member who conducts the investigation to be fixed by the Governor with the advice of the Council of State.

To inspect and investigate annually each agency and department of Government and to make reports thereon to the Governor, in which report among other things, shall be set forth the expenses of such agency or department, and the necessity therefor; to have all the powers of a legislative investigative committee; to employ expert accountants and fix compensation with approval; to make recommendations in its report of such changes as in its opinion will improve the public service.

REPORTS: To report biennially to the General Assembly the condition of works of all internal improvement in which the State has an interest, and to make suggestions for improvements, new activities, etc.; the amount, condition, character of the State's interest in other railroads, roads, canals or other works of internal improvements in which the State has taken stock, to which she has loaned money or whose bonds she holds, as security; to submit in effect the president's reports mentioned, covering such points as the financial condition, amount and market value of stock, receipts and disbursements, the amount of real and personal property of such corporations, its estimated value, and such suggestions as regards the State's interest as warranted by the status of the corporations.

BOARD OF PUBLIC BUILDINGS AND GROUNDS

Ch. 117, C. S.

Composition (4)—Governor, Secretary of State, Treasurer, Attorney-General, *ex officio* members.

FUNCTION

To take charge of and keep in repair public buildings of State in City of Raleigh; to procure necessary furniture and equipment for General Assembly and public offices; to certify, through the Secretary of State, all accounts for labor and fuel; to assign rooms and offices where not specified by law; to authorize repair of walks, grounds and trees in and about the Capitol square; to appoint a Keeper of the Capitol and a custodian of the State Departments Building.

KEEPER OF THE CAPITOL: To have charge of janitorial work and care of trees and grounds of Capitol and Executive Mansion; to appoint and supervise all employees and laborers; to contract under supervision of Board for repairs to walks, convict labor to be used where practicable, and accounts for labor and material to be audited by State Auditor. The Keeper of the Capitol is also *ex officio* the State Standard Keeper in case of vacancy.

CUSTODIAN OF STATE DEPARTMENTS BUILDINGS: Appointed by Board with duties similar to those of the Keeper of the Capitol.

CUSTODIAN OF ADMINISTRATION BUILDING: Appointed by the five Justices of the Supreme Court, Secretary of the Historical Commission and the State Librarian, with duties similar to those of the Keeper of the Capitol.

PRINTING COMMISSION

Art. 1, Ch. 120, C. S.

Composition (7)—Governor, Council of State, Commissioner of Labor and Printing, Attorney-General, *ex officio* members.

FUNCTION

To contract for all printing and binding done for the State defined as "public printing," which is construed to mean all printing done directly for the State and paid for out of the General Fund, and included in all annual or biennial reports required under the law, all blanks and blank books and office stationery required and no more.

The Commissioner of Labor and Printing is directed to superintend letting of contracts, and the person with whom such contract is made is designated as the public printer who shall give bond for \$5,000. The Commission regulates the sizes of books and publications, general style of publication, style of type and paper to be used; determines what details of Department activities shall be included in Department reports, and also determines the number of laws and resolutions to be printed. The Commissioner of Labor and Printing purchases for the use of the State the paper and stationery used for public printing.

STATE BOARD OF PENSIONS

Art. 3, Ch. 92, C. S.; Ch. 69, P. L. 1920—Extra Session;
Ch. 189, P. L. 1921.

Composition (3)—Governor, Attorney-General, Auditor, *ex officio* members.

FUNCTION

To examine each application for a pension; and to prescribe rules and regulations governing the operation of the pension law.

The Auditor is directed to appoint three reputable ex-Confederate soldiers or sons of ex-Confederate soldiers in each county who, with the Clerk of the Superior Court, shall constitute the County Board of Pensions for their county whose duty is to examine and classify applicants for relief and to certify such applicants as are passed to the Governor, and to perform such other functions as prescribed by law. The Auditor is further directed to provide form of application, to issue warrants to clerks of the Superior Court semiannually, to apportion, distribute and divide the money appropriated by the State for pensions, and to issue warrants to the several pensioners pro rata in their respective grades so that the entire annual appropriation shall be paid each year to the pensioners, notwithstanding the amounts so paid may be in excess of the amounts fixed in this article for the several grades, provided the total appropriation shall not exceed \$1,000,000 annually.

In addition to the appropriation made by the General Assembly, there is levied a county tax of 2 cents on each \$100 of assessed value of property and 6 cents on each taxable poll. These taxes are collected by a sheriff or other tax collector, and the net proceeds are applied each year to increase pro rata the pensions of persons on the county pension roll. Such funds are disbursed pro rata by the County Commissioners.

Classes and amounts of pensions for Confederate soldiers, their widows and orphans are as follows:

1. Wounded so as to be totally incompetent.....	\$100 per year
2. Blind widows	100 per year
3. Loss of leg or arm above knee or elbow.....	90 per year
4. Loss of leg or arm below knee or elbow.....	70 per year
5. Loss of one eye. Widows and all other soldiers disabled from any cause and unfit to perform manual labor....	60 per year

In distributing the \$1,000,000 appropriation, the above amounts have been increased pro rata as follows: Classes 1 and 2 receive \$150, class 3, \$135; class 4, \$120; class 5, \$105.

In addition all ex-Confederate soldiers and sailors who have become totally blind since the war, or who have lost their sight, or both hands

and feet, or one arm and one leg, in the Confederate service, or who have become paralyzed and are totally disabled by reason thereof, shall receive from the public treasury \$180 a year, such moneys being paid out of the General Fund and not from the pension appropriation. Applicants for relief under this provision are certified to the Governor by the clerk of the Superior Court of the county in which such applicants reside. Such pensioners are thereupon paid monthly by the State Auditor at the rate of \$15 a month.

STATE BUDGET COMMISSION

Ch. 126, C. S.; Ch. 2, P. L. 1920—Extra Session; Ch. 196, P. L. 1921.

Composition (6)—Governor, Chairman; Chairman Senate Committee on Finance, Chairman Senate Committee on Appropriations, Chairman House Committee on Finance, Chairman House Committee on Appropriations, *ex officio* members; one member minority party of General Assembly appointed by Governor.

Compensation—Members, except the Governor, \$10 per diem and traveling expenses while on official duties.

FUNCTION

To receive, on or before November 1st, in even numbered years, from each department, board, commission and other State agency, except the executive, legislative and judicial departments, biennial estimates of proposed expenditures by such departments, etc., for ensuing biennial period; to receive in like manner from State Auditor statements showing credit balances of previous appropriations, monthly expenditures and revenues for each appropriation account, and totals in the last twelve months of the preceding appropriation year, annual expenditures in each appropriation account and revenue from all sources for each of two last appropriation years, showing increase and decrease, balance sheet and other information required; to hold public hearings during November on departmental and other estimates.

To present to the General Assembly, within five days after convening, printed copies of the Budget containing a complete plan of proposed expenditures for each agency, itemized and classified according to function, character and object, and of estimated revenues for ensuing two years, and accompanied by statements of (1) classified revenue and expenditures; (2) current assets, liabilities, reserves and surplus or deficit; (3) debt and funds of the State; (4) estimates of condition of the State's treasury as of beginning and end of each of next two years; (5) itemized balance sheet as of the close of the preceding fiscal year; (6) general survey of the State's financial and natural resources, with a review of the general economic, industrial and commercial condition of the State; to submit at same time, copies of the budget bill showing proposed expenditures, itemized and classified for each of the next two years; to employ budget assistants and special help as required.

SEC. 7480, C. S.—On or before the 15th day of December, biennially in even numbered years, the budget commission shall have completed a careful survey of all the departments, bureaus, officers, boards, commissions, institutions, and other agencies and undertakings of the State, through which it shall be in possession of the working knowledge upon which to base its recommendations to the General Assembly.

SALARY STANDARDIZATION BOARD

Ch. 95, P. L. 1920—Extra Session; Ch. 143, P. L. 1921.

Composition (5)—Governor, Council of State, *ex officio* members.

FUNCTION

To adjust and fix the compensation of the several assistants, chief clerks, clerks and assistants in the various departments of the State, including employees of the Supreme Court, provided compensation shall not exceed \$3,000.

To fix compensation of all clerks, stenographers, employees and laborers in the several departments of the State not in excess of \$1,800, such salaries to be certified to the Auditor and Treasurer by the Governor. The Board is authorized and empowered to employ any additional clerical or stenographic help in any of the departments of the State upon the written request of the department head, when satisfied that such additional help is needed temporarily in such department and to fix salary.

The proceedings of the Board shall be kept by the State Auditor and reported to each regular session of the General Assembly.

NORTH CAROLINA APPOMATTOX COMMISSION

Art. 1, Ch. 113, C. S.

Composition (5)—Five Special Commissioners.

Appointment—By Governor.

Term—Four years.

Compensation—None. Necessary expenses, not to exceed six days.

FUNCTION

To have charge and control of three parcels of State-owned land on the battlefield of Appomattox Courthouse; and to erect thereon such permanent memorials as they may deem proper without cost to State except for the erection of a monument for which an appropriation of \$1,000 was made. The Commission was created in 1905.

DEPARTMENT OF STATE

Sec. 1, Art. III, Constitution; Art. 1, Ch. 22, C. S.; Ch. 97, C. S.; Art. 4, Ch. 129, C. S.; Ch. 97, P. L., 1921—Extra Session.

W. N. EVERETT, *Secretary of State*.

Title—Secretary of State.

Appointment—Elected.

Term—Four years.

Salary—\$4,500.

Ex Officio Member—Council of State, State Board of Education, Board of Public Buildings, Municipal Board of Control, Trustee State Library.

FUNCTION

To have custody of all statutes and resolutions, rolls of registered voters and other State and official records; to supervise publication and distribution of the laws; to provide and distribute printed material for election officials; to examine and certify articles or certificates of incorporation.

To license motor vehicles and to appoint inspectors to enforce automobile license law; to collect automobile license tax and gasoline road tax.

STATE BOARD OF ELECTIONS

Art. 3 et. seq., Ch. 97, C. S.

Composition—Five members.

Appointment—By Governor.

Term—Two years.

Qualification—Not more than three of same party.

Compensation—\$5 per diem and expenses.

FUNCTION

To enforce State and county election laws; to prepare and distribute to county boards, ballots, poll books, forms of returns; to order elections in accordance with law; to make recounts and to promulgate general regulations and perform such other functions as may be prescribed by law.

To appoint for each county, a county board of elections, consisting of three members, whose terms of office shall be 2 years, not more than two of whom shall belong to the same political party, such appointments being made on the recommendation of the State Chairman of each political party; but power of removal on cause rests with State Board and such vacancies shall be filled by said board; to appoint county primary election boards, to tabulate returns, declare nominees and such other functions as may be prescribed by law.

The Board elects its own chairman and secretary.

BOARD OF STATE CANVASSERS

Art. 13, Ch. 97, C. S.

Composition (5)—Governor, four members State Board of Elections, *ex officio* members.

Term—Two years.

Qualification—Members of State Board of Elections to be named and selected by said Board.

FUNCTION

To ascertain and declare from abstracts of votes cast prepared by boards of county canvassers and submitted to the Secretary of State by registers of deeds, the results of the elections of Governor and all State officers, justices of the Supreme Court, judges of the Superior Court, solicitors, congressmen and United States senators.

To cause results to be certified to the Secretary of State; to estimate the votes cast for officers of the Executive Department from the abstracts forwarded to the Secretary of State, and publish a statement of the result of such calculation, but this statement shall be for information of the public only, and shall not have the effect to determine what candidates have been elected to office. Their election shall be ascertained and declared according to Sec. 3, Article III of the Constitution.

MUNICIPAL BOARD OF CONTROL

Art. 13, Ch. 56, C. S.

Composition (3)—Attorney-General, Chairman; Secretary of State, Secretary; Chairman Corporation Commission, *ex officio* members.

FUNCTION

To hear petitions for incorporation of municipalities; to determine if requirements of law have been fulfilled by the petitioners and that the facts stated are true; to enter orders creating territory into a town, and to provide for holding the first election of mayor and commissioners, the number to be determined by the Board.

STATE AUDITOR'S DEPARTMENT

Sec. 1, Art. III, Constitution; Art. 5, Ch. 129, C. S.

BAXTER DURHAM, *State Auditor*.

Title—State Auditor.

Appointment—Elected.

Term—Four years.

Salary—\$4,500.

Ex Officio Member—Council of State, State Board of Education, State Board Pensions, Salary Standardization Board, Printing Commission.

FUNCTION

To superintend the fiscal affairs of the State; to keep and state all accounts in which the State is interested; to draw warrants on the State Treasurer on approved vouchers; to suggest and effect plans for improvement and management of the public revenue; to handle the pension system; to cause to be audited the accounts of each State department and institution.

Ch. 163, P. L. 1921. To cause to be examined, audited and adjusted the various accounts, systems of accounts and accounting of the several State departments, and institutions; to devise systems for control and disbursements of the funds of the State, its departments and institutions; to require all officers of the State, its departments and institutions to install such systems of accounting procedures and control of disbursement of funds as he elects; to have departments and institutions examined and audited from time to time; to employ experts and accountants to examine, analyze and report on such departments and institutions.

Ch. 236, P. L. 1921. To cause to be audited at least once a year, the accounts of all counties and county officers of the State and to make improvements in accounting systems of counties. Costs of audits are to be borne by State, provided audit shows county does not owe the State anything; in the latter event, the expense of audit is to be borne by county. This act does not apply to counties employing a full time county auditor; but the State Auditor shall have power to make audits in such counties provided no additional expense to such counties is entailed.

Sec. 4, Ch. 34, P. L. 1921. To issue statements to all corporations, or in case of delinquencies, to sheriffs for collection of franchise taxes levied on such corporations amounting to one-tenth of one per cent upon subscribed or issued and outstanding stocks, the tax in no case to be less than \$10.00.

Ch. 1, P. L. 1921, Extra Session. To require all counties, townships, school districts or other municipal corporations to report to the State Auditor on or before March 1, 1922, all bonds or notes having a fixed maturity of one year or more from date thereof, and also to make report to the State Auditor within thirty days after the issuance of any bond or note having a fixed maturity of at least one year from date. The State Auditor is directed to furnish the necessary forms and keep on file statements as required in the foregoing.

REPORTS: To report annually to the Governor and to the General Assembly biennially, a complete statement of receipts and expenditures of the State during preceding fiscal year and as far as possible of the current year, together with detailed estimate of proposed expenditures for ensuing fiscal year, specifying therein each object of expenditure and distinguishing between such as are provided for by permanent or temporary appropriations, and such as must be provided for by a new statute, and to suggest the means from which such expenditures are to be defrayed.

TREASURER'S DEPARTMENT

Sec. 1, Art. III, Constitution; Art. 6, Ch. 129, C. S.

B. R. LACY, *State Treasurer.*

Title—State Treasurer.

Appointment—Elected.

Term—Four years.

Salary—\$4,500.

Ex Officio Member—Council of State, State Board of Education (Treasurer), Board of Public Buildings and Grounds.

Ex Officio Treasurer—Hospitals for Insane (3), A. and E. College, State Deaf and Dumb School (Morganton), Deaf, Dumb and Blind School (Raleigh), State's Prison, Soldiers' Home, Caswell Training School, State Hospital for Dangerous Insane, Confederate Women's Home, Department of Agriculture, State Board of Education, State Board for Vocational Education.

Eleven institutions, three State departments.

FUNCTION

To receive and account for all moneys paid into the Treasury of the State; to pay all warrants legally drawn on the Treasury by the Auditor, and no moneys shall be paid out of the Treasury except on warrant of Auditor; to designate, after examining and receiving security, State depository banks; to make short term notes in emergencies subject to approval of Governor and Council of State; to construe revenue and machinery acts; to keep record and accounts of all bonds issued, registered, transferred, exchanged and surrendered; to issue coupon bonds in lieu of registered bonds.

To report, to the Governor annually and to the General Assembly at the beginning of each biennial session, the exact balance in the Treasury to the credit of the State, with a summary of the receipts and payments of the Treasury during the preceding fiscal year, and so far as practicable an account of the same down to the termination of the current calendar year.

DEPARTMENT OF EDUCATION

Sec. 3, Art. I, Constitution; Ch. 95, C. S.; Ch. 61, P. L. 1921;
Ch. 145, P. L. 1921.

E. C. BROOKS, *Superintendent of Public Instruction.*

Title—Superintendent of Public Instruction.

Appointment—Elected.

Term—Four years.

Salary—\$5,000.

Ex Officio Member—Board of Trustees University of North Carolina, President Board of Trustees Women's College, President Board of Trustees East Carolina Teachers' College, Secretary State Board of Education, Board of Trustees State Library, Executive Officer State Board for Vocational Education, Child Welfare Commission, College Commission, Library Commission.

Three educational institutions, six State boards and commissions.

FUNCTION

To direct the operation of the public schools within the State of North Carolina and to enforce and construe the laws and regulations in relation thereto; to approve the rules and regulations governing the work of the Text-book Commission (elementary schools) appointed by him and the Governor; to appoint a State Committee on High School textbooks and have final approval of all books recommended by them and to contract with publishers for publication, sale and distribution of such books.

To prepare or have prepared and printed courses of study in agriculture, manual training and home economics for use in the public schools; to supervise work of rural libraries; to provide, with coöperation of Commissioners of Health and Agriculture, educational films for rural schools (State pays one-third, communities two-thirds—State appropriated \$25,000, 1917—Sec. 5632, C. S.); to supervise the operation and control of Cullowhee Normal School, Appalachian Training School, Cherokee Normal and the three negro normals; to perform such other functions as may be prescribed by law and rules and regulations of the State Board of Education.

REPORTS: To report biennially to the Governor at least five days prior to regular session of General Assembly, giving information and statistics of the public schools with recommendations as to changes in the law.

STATE BOARD OF EDUCATION

Secs. 8-13, Art. IX, Constitution; Ch. 95, C. S.; Art. 9, Ch. 128, C. S.; Ch. 145-146, P. L. 1921; Ch. 5, P. L. 1921—Extra Session.

Composition (7)—Governor, President; Superintendent of Public Instruction, Secretary; State Treasurer, Treasurer; Lieutenant-Governor, Attorney-General, Secretary of State, State Auditor, *ex officio* members.

Term—Four years.

FUNCTION

To legislate and make rules and regulations for the government of the public schools of the State, and for the management of the State educational fund subject to amendment and repeal by the General Assembly; to apportion this fund to the several counties annually which are unable to provide a six months term after levying maximum rate prescribed by law, (\$1,400,000 appropriated 1921); to manage State Literary Fund and to invest, loan and expend same as directed by law; to receive annual budgets from county boards of education on which State apportionment is based. (County school tax not to exceed 39c. per \$100 assessed value on real and personal property, together with same per cent on poll tax); to appoint Text-book Commission and to make rules governing contracts with publishers of elementary text-books selected by Text-book Commission and approved by board; to enforce compulsory attendance law; to keep record of all proceedings. A majority of the Board constitutes a quorum.

- SEC. 7605, C. S. *et seq.*—To survey and reclaim State swamp lands and to improve same through construction of canals, ditches and roads; to lease, sell or exchange same, proceeds to apply to the State Literary Fund; to assess privately owned lands improved through reclamation and collect assessments; to appoint engineer, surveyor and other assistants to plan improvement; to appoint annually an agent to superintend and supervise all State swamp lands.

REPORTS: To report to General Assembly manner in which State Literary Fund has been applied or invested, with suitable recommendations, Treasurer to keep account of all receipts and disbursements of the fund and report to General Assembly at the same time when he makes his biennial account of the ordinary revenue.

STATE BOARD FOR VOCATIONAL EDUCATION

Art. 4, Ch. 95, C. S.; Ch. 172, P. L. 1921.

Composition (4)—Superintendent of Public Instruction *ex officio* executive officer; three members appointed by Governor to represent Agriculture, Home Economics, Trades and Industries, respectively.

Term—Four years.

Compensation—Not specified.

FUNCTION

To administer the Federal and State laws in relation to vocational education and funds appropriated therefor; to formulate plans for promotion of vocational education in the public school system and to provide for preparation of teachers in such subjects; to make studies and investigations relating to such subjects and to publish results of same; to promote and aid in establishing by local communities of schools, departments or classes giving instruction in such subjects; to prescribe qualification of teachers, etc., and to provide for certification of such teachers; to coöperate in the maintenance of classes supported or controlled by the public for the preparation of teachers, etc., or to maintain own classes; to coöperate with county boards; to enforce provisions of the law through the State Superintendent of Public Instruction; and to report annually to Governor the conditions of vocational education in the State, schools benefited and detailed statement of funds received from both State and Federal governments; State appropriation to match Federal appropriation.

To provide for maintenance and vocational rehabilitation and their return to civil employment of persons injured in industry or otherwise, who go into training under provisions of the Federal Industrial Rehabilitation Act, by coöperating with Federal agencies; to administer Federal and State appropriations; to pay not more than \$10 for twenty weeks to a single person; to keep record of expenditures and report annually to Governor. (\$5,000 appropriated by State.)

The State Treasurer is directed to act as custodian of the funds of the Board and to receive and disburse same.

HISTORICAL COMMISSION

Art. 1-2, Ch. 102, C. S.

D. H. HILL, *Secretary.*

Composition—Five members.

Appointment—By Governor.

Term—Six years.

Compensation—Actual expenses, not in excess of four meetings a year, nor for more than four days at each meeting.

FUNCTION

To collect, classify, edit, publish and distribute historical data regarding North Carolina; to care for proper marking and preservation of battlefields and other places of historical interest; to diffuse historical knowledge; to stimulate historical investigation and research; to preserve public documents, official books, original papers, newspaper files, printed books or portraits when surrendered by public officials; to sell copies of same, proceeds to be used in promotion of work of Commission; to adopt rules for its own government; to employ a secretary; to control expenditures of funds appropriated for its maintenance; to appoint a legislative reference librarian.

REPORTS: To make a biennial report of its receipts and disbursements, its work and needs, to the Governor, to be by him transmitted to the General Assembly.

BRANCHES: *Legislative Reference Library*, in charge of a properly qualified librarian, whose duties are "to collect, tabulate, annotate and digest information for the use of members and committees of the General Assembly and other officials of the State and of the various counties and cities included therein, upon all questions of State, county and municipal legislation."

Information on a variety of subjects from automobiles to workmen's compensation taken from a list of over 1,500 headings has been compiled. Over 10,000 books, laws, pamphlets and clippings have been gathered and classified. Effort is made to secure information as to legislation in other States.

TEXT-BOOK COMMISSION

Ch. 145, P. L. 1921.

Composition—Seven members.

Appointment—By Governor and Superintendent of Public Instruction.

Term—Five years.

Qualification—Active Teacher, Supervisor, Principal or Superintendent.

Compensation—\$200 and expenses; Chairman \$225 and expenses for first year; \$5 per diem and expenses thereafter.

FUNCTION

To prepare subject to the approval of the Superintendent of Public Instruction, an outline course of study indicating subjects to be taught in the elementary schools of the State, outlining basal and supplementary books on each subject used in each grade; to prepare multiple lists of basal books selected in conformity with the outline course of study, from which lists the State Board of Education selects and adopts the basal books for each subject; and upon adoption the State Board may contract with publisher to furnish books for a period of five years or less; to furnish new lists to board when requested or to recommend substitutions, with approval of State Superintendent, where adopted books prove unsatisfactory.

To elect chairman and secretary and adopt rules and regulations governing its work, subject to approval of State Superintendent, same to be published in the daily papers and copy sent to all publishers submitting bids and samples of books for adoption; to meet on call of State Board of Education or independently.

Subjects to be selected are divided into two classes:

1. Major subjects—readers, arithmetics, language and grammar, history and geography.

2. Minor subjects—all other books on all other subjects. Supplementary books in the outline course of study are for guidance of county and city boards of education which are authorized to adopt necessary supplementary books, but such shall not replace adopted basal books.

OBJECT: To prepare, subject to the approval of the Superintendent of Public Instruction, an outline course of study covering subjects to be taught in the elementary public schools; and to submit to the State Board of Education, multiple lists of approved books selected in conformity with the outline course of study for its guidance in adopting the books to be used.

STATE COMMITTEE ON HIGH SCHOOL TEXT-BOOKS

Sec. 5726, Ch. 34, C. S.

Composition—Five members.

Appointment—By Superintendent of Public Instruction.

Term—Four years.

Compensation—Necessary expenses.

FUNCTION

To examine contents, quality and price of each book submitted by the publisher to determine whether or not same is suitable for use in the public high schools; to submit to the Superintendent of Public Instruction every four years a report of its findings with recommendations as to books to be placed on the State approved list, which list constitutes the State adopted list for a period of four years.

The Committee's list is subject to approval of the Superintendent of Public Instruction, who, after adopting final list, contracts with the publishers for publication, delivery, etc. The county is the unit of adoption for High School Text-books, such adoptions being made from State approved list to be used for a period of four years.

LIBRARY COMMISSION

Art. 4, Ch. 109, C. S.

MARY B. PALMER, *Secretary and Director*.

Composition (5)—Superintendent of Public Instruction *ex officio*; State Librarian *ex officio*; two members appointed by North Carolina Library Association; one member by Governor.

Term—Three years, overlapping terms.

Compensation—Traveling expenses only.

FUNCTION

To give advice and assistance to all libraries of the State and to all communities proposing to establish libraries, as to the best means of establishing and administering such libraries in the selection of books, cataloging, maintenance, etc.; to aid in organizing new libraries; to establish and maintain traveling libraries as may be practicable; to receive reports annually from every public library in the State in such form as may be prescribed by the commission; to employ a secretary trained in library methods, and fix compensation.

REPORTS: To report biennially to Governor.

IMPORTANT ACTIVITIES:

1. Establishment of Public Libraries. Secretary visits communities and directs work of classifying, etc.
2. Reorganization of old libraries. Secretary visits and advises.
3. Compilation of library statistics, based on annual reports received.
4. Publication of bulletin (12-page quarterly magazine).
5. Maintenance of system of traveling libraries of 35-40 vol.; 15 Fiction; 15 Juvenile; 10 Biography, travel, etc. Also traveling library for schools consisting of juvenile.
6. Package libraries: (1) Debate; (2) Farmers; (3) Study Club.
7. General Loan Collection—Miscellaneous, all subjects to individuals.

TRUSTEES, STATE LIBRARY

Art. 1, Ch. 109, C. S.; Ch. 202, P. L. 1921.

CARRIE L. BROUGHTON, *State Librarian*.

Composition (3)—Governor *ex officio*; Superintendent of Public Instruction *ex officio*; Secretary of State *ex officio*.

FUNCTION

To maintain the State and document libraries; to make rules and regulations by which the librarian shall be governed for the protection and preservation of the books and library; to make suitable distribution of State-owned books, reports and publications; to procure, publish and sell historical documents and books, the Governor to designate documents to be preserved; to appoint a committee consisting of State Librarian, Superintendent of Public Instruction and three other persons to purchase books; to appoint a Librarian to serve four years, and the latter is authorized to employ an assistant.

To maintain a document library during the sessions of the General Assembly; to keep two copies each of the laws and journals of the General Assembly.

REPORTS: To report biennially to the General Assembly.

Volumes in State Library (1920). Total Volumes, 35,997; total Government books, 6,670; bound newspapers, 4,093; bound magazines, 2,347.

TRUSTEES, LAW LIBRARY

Art. 2, Ch. 109, C. S.

Composition (5)—Justices of Supreme Court *ex officio*.**FUNCTION**

To maintain the Law Library and prescribe rules for its government. All moneys appropriated for its increase are paid out under their direction and supervision. May appoint a librarian who shall perform his duties under rules and regulations of trustees.

The Clerk of the Supreme Court, under direction of the trustees, is directed to spend annually the amounts paid in by applicants for license to practice law, examined by the Court, in the purchase of such books as may be necessary to keep the library well appointed and no other appropriation for that purpose is allowed. He is also allowed \$200 annually for binding old books and for other contingent purposes.

COLLEGE COMMISSION

(For Regulation of Degrees)

Art. 5, Ch. 95, C. S.

Composition (5)—Superintendent of Public Instruction, Chairman *ex officio*; four other members appointed by Governor.

Term—Five years.

Compensation—Not specified.

FUNCTION

To prescribe and enforce rules and statute regulating the conferring of degrees by educational institutions; to investigate financial conditions, equipment and facilities and standards of educational institutions applying for authority to confer degrees, and to grant licenses to same when requirements are met; to revoke licenses in failure to maintain standards, subject to right of review by a judge of the Superior Court.

The Commission has full authority to send an expert to any institution for purpose of examining same. The authority and power of commission are applicable only to educational institutions created or established after enactment of this law, viz., 1919.

STATE BOARD OF ACCOUNTANCY

Ch. 116, C. S.

Composition—Three public accountants, one attorney.

Appointment—By Governor.

Term—Three years, overlapping.

Qualification—Resident public accountants, practicing attorney.

Compensation—\$10 per diem and expenses.

FUNCTION

To determine the qualifications of persons applying for certificates under the law; to hold examinations, at least once a year; to grant certificates of qualification to such applicants as may upon examination be qualified in "theoretical" and "practical" accounting, "auditing," "commercial law" as affecting accountancy, and in such other subjects as the Board may deem advisable;

To charge a fee of \$25 for each examination and certificate, and to deposit surplus annually with State Treasurer to the credit of the General Fund; to hold reexaminations within 18 months from date of application without payment of additional fee; to revoke certificates for cause; to keep a complete record of all its proceedings.

The Board elects its own officers and three members constitute a quorum.

REPORTS: The Board is required to submit annually a full report to the Governor.

STATE BOARD OF ARCHITECTURAL EXAMINATION AND REGISTRATION

Ch. 86, C. S.

Composition—Five members.

Appointment—By Governor.

Term—Five years overlapping.

Qualification—Ten years practice, residents of North Carolina.

Compensation—Fixed by Board and paid from fees.

FUNCTION

To receive and register applications and fees for examination; to hold examinations of such applicants at least once each year and to issue upon satisfactory evidence as to qualification and proficiency, certificates to practice architecture in North Carolina; to reëxamine applicants at regular meeting without payment of additional fee; to refuse, revoke or suspend certificates on cause; to renew annually, for fee of \$5.00, certificates, and to prescribe such regulations as they may deem necessary, provided they are not in conflict with laws of North Carolina.

The Board elects its own officers, and three members constitute a quorum.

REPORTS: No reports are required.

BOARD OF CHIROPODY EXAMINERS

Art. 11, Ch. 110, C. S.

Composition—Three members.

Appointment—By North Carolina Podic Association.

Term—Three years overlapping.

Qualification—One year's practice in North Carolina.

Compensation—\$4.00 per diem and expenses.

FUNCTION

To adopt suitable rules and regulations; to examine qualified applicants to practice chiropody upon payment of fee of \$15.00 and to issue certificates upon completion of satisfactory examination and payment of additional fee of \$10; to issue certificates without examination under certain conditions; to revoke or suspend certificates for cause; to keep record of its transactions and register of applicants and licensees; to hold at least one examination annually.

The Board elects its own officers, and two members constitute a quorum.

REPORTS: No reports are required.

STATE BOARD OF CHIROPRACTIC EXAMINERS

Art. 6, Ch. 110, C. S.

Composition—Three members.*Appointment*—By Governor from list of five recommended by the North Carolina Board of Chiropractors annually.*Term*—Three years overlapping.*Qualification*—Resident practicing chiropractor.*Compensation*—Expenses only, no salary.**FUNCTION**

To adopt necessary rules and regulations; to examine qualified applicants for license to practice chiropractic upon payment of fee of \$25, and to issue licenses upon completion of satisfactory examination; to issue temporary or permanent licenses without examination under certain conditions; to refuse or revoke licenses for cause; to renew licenses annually upon payment of fee of \$2.00; to keep record of its proceedings, register of all applicants, licensees and renewals; to meet annually.

The Board elects its own officers and two members constitute a quorum for the transaction of regular business, but agreement of the entire Board is necessary before a license will be issued.

REPORTS: No reports are required.

N. C. STATE BOARD OF DENTAL EXAMINERS

Art. 2, Ch. 110, C. S.

Composition—Six members.

Appointment—Elected by North Carolina Dental Society and commissioned by Governor.

Term—Three years overlapping.

Qualification—Members of Society.

Compensation—Fixed by Board, not to exceed \$10 per diem and expenses.

FUNCTION

To prescribe rules and regulations to carry out the provisions of the law, to receive and record application and fees for licenses, to hold both written and clinical examinations upon the payment of fee of \$20; to issue permanent licenses upon proof of proficiency; to issue temporary or limited licenses; to renew licenses annually upon fee of \$1.00; to revoke licenses upon cause and to keep necessary records and reports; to turn over to State Treasurer for use of the general school fund any sum in excess of \$500, remaining after meeting the per diem and other expenses; four members of Board constitute a quorum, and agreement of quorum necessary before applicant will be passed.

The Board elects its own officers.

REPORTS: The Board is required to submit to the Governor on or before February 25th of each year a report of its proceedings and all moneys received and disbursed by it.

STATE BOARD OF EMBALMERS

Art. 12, Ch. 110, C. S.

Composition—Three members State Board of Health; two practical embalmers.

Appointment—Elected by State Board of Health.

Term—Five years overlapping.

Compensation—Per diem and expenses allowed, but amount is not stated.

FUNCTION

To adopt suitable rules and by-laws to regulate embalming of dead bodies; to examine qualified applicants upon payment of fee of \$5 and to issue license upon satisfactory completion of examination; to renew licenses annually upon payment of fee of \$2.00; to revoke licenses for cause; to keep records of its proceedings and register of all applicants, licensees and renewals; to meet at least once each year, majority of the Board constituting a quorum.

The Board elects its own officers annually.

REPORTS: No reports are required.

STATE BOARD OF REGISTRATION FOR ENGINEERS AND LAND SURVEYORS

Ch. 1, P. L. 1921.

Composition—Five members.

Appointment—By Governor.

Term—Four years overlapping.

Qualification—Two from engineering faculties of University of N. C. and A. and E. College; not more than three from same branch of engineering. Resident of State, practice or teaching for ten years

Compensation—\$10 per diem and expenses.

FUNCTION

To adopt suitable by-laws and regulations necessary to carry out provisions of act; to elect annually a chairman, vice-chairman and secretary, and a quorum of three is required; to meet twice a year or oftener; to examine, upon payment of fee of \$25.00, qualified applicants to practice engineering or land surveying and to issue a certificate of registration to those successfully completing prescribed examination; to renew certificate annually upon payment of \$5; to revoke a certificate for cause; to keep a record of its proceedings and a register of all applicants and registrants; to prepare, publish and distribute annually roster of registrants.

REPORTS: The Board is required to submit to the Governor annually, before March 1st, a report of its transactions and statement of receipts and expenditures.

SECRETARY: To receive and account for all moneys derived through fees and shall pay them to the State Treasurer who shall keep such money in a separate fund, which shall be continued from year to year. All certified expenses of Board shall be paid out of this fund on warrant of Auditor issued on requisition signed by chairman and secretary of board, provided, however, that at no time shall the total of warrants issued exceed the total amount of funds accumulated under this act. The secretary is required to give bond satisfactory to State Treasurer, premium to be paid out of fund.

BOARD OF MEDICAL EXAMINERS

Art. 1, Ch. 110, C. S.; Ch. 47, P. L. 1921; Ch. 44,
P. L. 1921—Extra Session.

Composition—Seven members.

Appointment—By North Carolina Medical Society.

Term—Not specified.

Qualification—Members of Medical Society.

Compensation—\$10 per diem and expenses.

FUNCTION

To meet once each year in Raleigh and at such other time and places as may be advisable, five members constituting a quorum; to determine the qualifications of applicant by examination, and to issue a license or diploma upon satisfactory proof as agreed by at least four members of Board; to grant, as conditions warrant, limited or permanent licenses without examination under provisions of the law; to rescind license upon cause; to keep records of applicants and proceedings; to prescribe such rules and regulations as are not inconsistent or in conflict with laws.

Each applicant is required to pay \$7.50 upon application and \$7.50 upon passing examination; \$50.00 is charged if license is issued without examination. This applies to physicians coming into the State. The Board elects its own officers.

REPORTS: No reports are required.

STATE BOARD OF EXAMINERS IN OPTOMETRY

Art. 4, Ch. 110, C. S.

Composition—Five members.

Appointment—By Governor.

Term—Five years overlapping.

Qualification—Five years practice in North Carolina and membership in Optometric Society of North Carolina.

Compensation—\$5 per diem and expenses.

FUNCTION

To adopt necessary rules and regulations for carrying out provisions of the law; to examine qualified applicants for licenses to practice optometry upon payment of fee of \$10 and a further fee of \$5 if applicant passes examination, and to issue licenses thereupon; and to renew same annually upon payment of fee of \$2; to revoke licenses upon cause to keep register of licenses; to meet at least twice annually, a majority constituting a quorum, and to keep record of all proceedings. The Board elects its own officers.

REPORTS: The Board is required to make an annual report of its proceedings to the Governor on the first Monday in January of each year which report shall contain an account of moneys received and disbursed by them.

STATE BOARD OF OSTEOPATHIC EXAMINATION AND REGISTRATION

Art. 5, Ch. 110, C. S.

Composition—Five members.

Appointment—By Governor from list of ten recommendations by Society; subsequent appointments, one from list of five.

Term—Five years overlapping.

Qualification—Reputable practitioners.

Salary—\$10 per diem and expenses.

FUNCTION

To adopt rules for proper discharge of its duties as prescribed; to examine qualified applicants for license to practice osteopathy, and upon payment of fee of \$25 to issue certificates after applicants have passed satisfactory examination; to issue certificates without examination under certain conditions; to refuse or revoke a certificate for cause; to keep a record of its proceedings, register of all applicants and licenses; to meet annually in July and at such other times as may be necessary. Three members of the Board necessary to constitute a quorum. The Board elects its own officers.

REPORTS: No reports are required.

BOARD OF PHARMACY

Art. 3, Ch. 110, C. S.; Ch. 57, P. L. 1921.

Composition—Five members.

Appointment—Elected by North Carolina Pharmaceutical Association and commissioned by Governor.

Term—Five years overlapping.

Qualification—Licensed pharmacists of North Carolina.

Compensation—Secretary's salary fixed by Board; other members, \$10 per diem and expenses.

FUNCTION

To adopt rules and regulations not inconsistent with laws for proper discharge of duties as prescribed; to examine at least once annually qualified applicants for licenses to practice pharmacy upon payment of fee of \$10, and to issue licenses after applicant has passed satisfactory examination; to issue license without examination under certain conditions; to refuse or revoke a license for cause; to renew licenses annually upon payment of a fee of \$5.00; to keep record of its proceedings, register of all applicants, licensees and renewals; and to supervise and enforce law in relation to proprietary medicines, a majority of the Board required for transaction of all business. The Board elects its own officers.

REPORTS: The Board is required to make annually to the Governor written reports of its proceedings and of its receipts and disbursements and of all persons licensed to practice as pharmacists and assistant pharmacists in this State.

BOARD OF EXAMINERS OF TRAINED NURSES

Art. 7, Ch. 110, C. S.

Composition—Two physicians; three registered nurses.

Appointment—Two by Medical Society of North Carolina; three by N. C. State Nurses' Association.

Term—Three years overlapping.

Compensation—\$4 per diem and expenses; Secretary, \$250.

FUNCTION

To adopt necessary rules and by-laws; to examine qualified applicants for licenses to register as trained nurses, and practice their profession upon payment of fee of \$10, and to issue licenses upon satisfactory completion of examination; to issue licenses without examination under certain conditions; to revoke licenses for cause; to prescribe the duties and fix the compensation of an inspector of Training Schools for Nurses appointed by North Carolina State Nurses' Association, who shall report to the Board; to meet at least annually and oftener as required, three members of the Board, two of whom must be nurses, to constitute a quorum. The officers of the Board are a president and a secretary-treasurer, both elected from its nurse members.

REPORTS: No reports are required.

N. C. BOARD OF VETERINARY MEDICAL EXAMINERS

Art. 10, Ch. 110, C. S.

Composition—Five members.

Appointment—By Governor.

Term—Five years overlapping.

Qualification—Member of North Carolina Veterinary Medical Association.

Compensation—\$4 per diem and expenses.

FUNCTION

To adopt suitable rules and regulations; to examine qualified applicants for license to practice veterinary medicine or surgery upon payment of fee of \$10; and to issue licenses upon satisfactory completion of examination; to issue temporary licenses under certain conditions and to rescind licenses for cause; to keep records of its proceedings and register of all applicants of licensees; to meet at least once a year, concurrence of majority of Board being necessary before licenses may be issued. The Board elects its own officers.

REPORTS: No reports are required.

ATTORNEY-GENERAL'S DEPARTMENT

Sec. 1, Art. III, Constitution; Art. 7, Ch. 129, C. S.
Ch. 11, P. L. 1921.

JAMES S. MANNING, *Attorney-General*.

Title—Attorney-General.

Appointment—Elected.

Term—Four years.

Salary—\$4,000 and fees.*

Ex Officio Member—State Board of Education, Board of Public Buildings, Board of Pensions, Municipal Board of Control (Chairman), Board of Parole, Legal Advisor Executive Department, State Board of Equalization, State Printing Commission.

FUNCTION

To represent the State in all actions, civil or criminal, in which the State is interested or is a party; to prosecute and defend all suits relating to matters connected with departments of Governor, State Treasury, Auditor's office, Corporation Commission, Insurance, and Superintendent of Public Instruction, and all institutions on request of respective heads; to consult with and advise solicitors, when requested, as regards their duties; to render opinions on questions of law submitted by General Assembly, Governor or any other State officer; to act as legal advisor to the Executive Department; to compare Auditor's warrants with laws under which they purport to be drawn.

SEC. 6046, C. S. To advise and aid State Board of Elections in the preparation, distribution of ballots, poll-books, and forms of election returns.

Secs. 3870 and 3871, C. S. The Attorney-General shall receive \$100 for each term of the Supreme Court which he shall attend and the fees allowed by law. "In all appeals to the Supreme Court of persons convicted of criminal offenses, a fee of ten dollars against each person who shall not reverse the judgment shall be allowed the Attorney-General, to be taxed among the costs of that Court."

COMMISSION FOR REVISION OF LAWS

Created—Ch. 252, P. L. 1917; Continued—Ch. 238, P. L. 1919.

Composition (5)—Two members of Senate; three members of House.

Appointment—Two by President of Senate; three by Speaker of House.

Compensation—Necessary expenses and salary fixed by law.

FUNCTION

To compile, collate, annotate and revise the public statutes of North Carolina; to appoint necessary experts and assistants and to fix compensation of same; to publish and distribute copies of same upon completion; to report to the General Assembly.

DEPARTMENT OF AGRICULTURE

Sec. 17, Art. III, Constitution; Ch. 84, C. S.; Ch. 25, P. L. 1921.

W. A. GRAHAM, *Commissioner*.

Title—Commissioner.

Appointment—Elected by people; formerly elected by Board.

Term—Four years.

Qualification—Practical Farmer.

Salary—\$4,500.

Ex Officio Member—Chairman Board of Agriculture, Joint Committee for Agricultural Work.

FUNCTION

To promote the Agricultural interests of the State.

Subject to advice and consent of Board of Agriculture, to supervise and control commercial fertilizers and fertilizer sources; to investigate diseases of domestic animals and ravages of insects and to suggest means of control and eradication; to foster new agricultural interests; to investigate the subject of drainage and irrigation; to supervise all measures for propagation and culture of fish in the rivers and inland waters; to enforce and supervise laws for sale of commercial fertilizer, seeds and food products; to promote introduction of capital by dissemination of information as to advantage of State; to investigate problem of and to promote diversified farming; to hold farmers' institutes; to publish suitable bulletins; to keep a museum or collection to illustrate the cultural and other resources and the natural history of the State; to conduct agricultural experiment stations and test farms; to make chemical analyses of soils, products, etc.; to prepare and distribute and sell inoculating cultures, cholera serums, etc.; to inspect illuminating and power oils, fluids and gasoline and collect taxes on same.

To enforce laws relating to foods, feeding stuffs, cotton-seed meal, statistics of leaf tobacco, adulterated, impure and misbranded seeds, fertilizers and other products; to appoint a secretary and prescribe his duties, and with approval of Board appoint heads of divisions and assistants.

SEC. 4764, C. S. To fix from time to time and publish standards or limits of variability of any article of food, drugs and confectionary; to appoint a drug inspector to have power to prescribe rules governing operation of pure food and drug laws, and to enforce same.

Ch. 91, P. L. 1921. To indemnify farmers and owners for tuberculous cattle and glandered horses and mules slaughtered by order of State Veterinarian (\$5,000 appropriation).

Ch. 170, P. L. 1921. To inspect ice-cream plants, creameries and cheese factories; to make tests of butter fats, with power to close plants until conditions are corrected.

Ch. 173, P. L. 1921. To inspect bakeries and make examinations as to purity, etc., of product with power to close plants until conditions are corrected.

Ch. 177, P. L. 1921. To quarantine tuberculous cattle and have same disposed of under rules of Department; to regulate the use and sale of tuberculin and to assist in control and eradication of tuberculosis. To test animals for tuberculosis and glanders.

Ch. 235, P. L. 1921. To enforce the State seed law with respect to taxes, branding and standards of purity and viability.

REPORTS: To report biennially to the General Assembly regarding the operations of Department with suggestions as to needed legislation.

BOARD OF AGRICULTURE

Sec. 17, Art. III, Constitution; Ch. 84, C. S.; Ch. 137, P. L. 1921;
Ch. 28, P. L. 1921—Extra Session.

Composition (11)—Ten members, Commissioner of Agriculture, Chairman.

Appointment—Ten by Governor with consent of Senate; one elected.

Term—Six years; Chairman four years.

Qualification—Practical farmers.

Compensation—\$5 per diem and expenses.

FUNCTION

To advise the Commissioner of Agriculture as to his statutory duties; to elect from its members an executive committee of four of which the Commissioner shall be *ex officio* a member and chairman, and a finance committee of five and prescribe their duties; Committees to meet on call of Commissioner; to have general supervision and control of finances of Department and to regulate salaries of all officers and employees where same are not fixed by law; to administer State warehouse system; to organize a Boys' Road Patrol among rural schools of State; to lease or buy limestone and oyster shells, erect machinery and prepare and sell at reasonable cost pulverized limestone and marl to farmers; to prescribe regulations governing same and report annually to Governor of receipts and expenditures. The Board is required to hold at least two meetings annually, one of which must be held in December.

STATE WAREHOUSE SYSTEM: To maintain a cotton warehouse system, administered through a State warehouse Superintendent to stabilize and encourage cotton industry; to make suitable rules and regulations to enforce law; to fix charges for storing cotton in local warehouses; to impose a tax of 25c. on each bale of cotton ginned up to June 30, 1922, to be collected by Commissioner of Revenue, and 90 per cent of the total receipts from this source to be invested in first mortgages to aid and encourage the establishment of warehouses operating under this system.

STATE WAREHOUSE SUPERINTENDENT: To have power to lease property for warehousing of cotton and encourage erection of warehouses in the various cotton-growing counties under terms of this act; to provide an adequate system of inspection, rules, forms and reports to insure security; to supervise local warehouses in general and to issue receipts for cotton classified and stored, through local warehouse managers.

REPORTS: To make an annual report to Governor of its work and all receipts and expenditures and objects for which expended.

JOINT COMMITTEE FOR AGRICULTURAL WORK

Part 3, Art. 1, Ch. 84, C. S.; Art. 7, Ch. 93, C. S.

Composition (11)—Governor, Chairman; Commissioner of Agriculture, President State A. and E. College, *ex officio* members; four members Board of Agriculture designated by Board, four members Board of Trustees A. and E. College designated by Board.

FUNCTION.

To have supervision and control of such agricultural work of the same kind or kinds performed or may be performed by the Department of Agriculture and State College of Agriculture and Engineering, or any other work which these two agencies may agree to place under the Joint Committee; to have supervision and control of all experimental and investigational work in agriculture in the State; to appoint within the division of markets and rural coöperation a superintendent of coöperative associations and credit unions, and such assistants as may be necessary, and fix their salaries; and to employ such other workers as may be required for the conduct of the work and regulate their salaries and duties.

SUPERINTENDENT OF COÖPERATIVE ASSOCIATIONS AND CREDIT UNIONS: To organize and conduct a bureau of information in regard to coöperative associations and rural credits; to promote the establishing of such agencies through educational campaigns and personal advice and assistance; to examine at least once a year organizations so formed.

OBJECT: To prevent duplication and friction and to increase the efficiency of related agricultural work performed by the State Department of Agriculture and State College of Agriculture and Engineering.

CROP PEST COMMISSION

Art. 16, Ch. 84, C. S.

Composition (11)—Board of Agriculture *ex officio*.

FUNCTION

To prepare and publish from time to time list of dangerous crop pests, methods of extermination, repression and prevention of spread; to adopt regulations for prevention of introduction of dangerous crop pests from without the State and for governing common carriers in transporting plants liable to harbor such pests to and from the State, such regulations having the force of law; to investigate and inspect premises suspected of being infected, and where found may remove pest or have same removed by owner, costs either case to be borne by owner.

STATE STANDARD KEEPER

Art. 2, Ch. 133, C. S.

Title—State Standard Keeper.*Appointment*—By Governor.*Term*—Not specified.*Compensation*—\$100 per annum.**FUNCTION**

To take care of the balances, weights and measures and perform the duties relating to weights and measures hitherto imposed on the Governor, and such other duties as the Governor may prescribe; to procure and furnish at prime cost, under direction of the Governor, to any of the counties upon an order from board of county commissioners, any of the standard sealed weights and measures required by law to be kept; to contract for manufacture of plain sealed weights substantially made of iron, steel or brass, as the county ordering may direct, standard yard sticks, gauge sticks, etc., dry and liquid sealed measures; to keep an account of all weights and measures delivered by him, and expenses incurred by him in the purchase of said weights and measures, subject to the inspection of the State Treasurer and the General Assembly.

STATE BOARD OF HEALTH

Ch. 118, C. S., Ch. 130, P. L. 1921.

W. S. RANKIN, *State Health Officer, and Secretary of the Board.*

Composition—Nine members.

Appointment—Four members elected by Medical Society of North Carolina; five appointed by Governor.

Term—Six years.

Qualification—One to be sanitary engineer.

Compensation—Board members, \$4 per diem and expenses; Secretary, \$5,000.

FUNCTION

To enforce the public health laws of the State; to formulate health policies and secure remedial or necessary legislation; to educate the public in matters of health, to direct and supervise the State Sanatorium for Tuberculosis.

To take cognizance of the health interests of the people; to make sanitary investigations; to investigate causes of diseases dangerous to the public health, especially epidemics; also the sources of mortality, and the effect of location, employment and conditions upon the public health; to gather and distribute such information; to act as the medical advisors of the State and advise the government in regard to the location, sanitary construction and management of all State Institutions and to inspect same not less than once a year; to maintain a State Laboratory of Hygiene; to make examinations for the presence and diagnosis of communicable diseases; to prepare and distribute antitoxins, serums, etc.; to make monthly examination of all potable waters; to investigate water sheds, systems of water supply, sewerage and to approve plans for same; to supervise registration of births and deaths, Secretary being State Registrar; to control privy construction and use; to conduct pre-natal work and child hygiene; to publish bulletins, rules and regulations.

To elect a President from its membership and an executive committee consisting of President and two other members; to meet annually; special sessions and meetings of executive committee called by President through the Secretary.

The Board elects from the registered physicians of the State, a secretary-treasurer for a term of six years. He is the executive officer of the Board, and is also designated by law as the State Health officer.

BUREAUS: Executive, Engineering and Inspection, Epidemiology, School Medical Inspection, Maternity and Infancy, County Health Work, Venereal Diseases, Vital Statistics, State Laboratory of Hygiene. (Art. 2, Ch. 118, C. S.) Tuberculosis Sanatorium (Art. 13, Ch. 118, C. S.)

QUARANTINE BOARD

Art. 18, Ch. 118, C. S.

Composition (3)—Medical Quarantine Officer; two other members.

Appointment—One by Governor; two by President State Board of Health.

Term—Not specified.

Qualification—Physician of experience; resident physicians of Wilmington.

Salary—Medical Quarantine Officer, \$600; others, \$100.

FUNCTION

To direct North Carolina station for maritime quarantine at Cape Fear and to prescribe rules and regulations necessary for its government and maintenance; to provide relief and hospital attention for incoming passengers suffering from infectious diseases; to disinfect vessels; to elect its own officers; to meet annually on first Monday in May and on call of President; to revise quarantine rules and regulations; to expend funds received as provided by law.

MEDICAL QUARANTINE OFFICER: To prescribe rules and regulations to which vessels subject to quarantine shall conform; to employ a crew of four men to man boat at such seasons as quarantine regulations are in force or when public health requires it; to collect fees from vessels visited and inspected (\$5 to \$15, depending upon tonnage), and to account for same as prescribed by law; to issue warrants to sheriff or other officer for arrest of any person violating quarantine.

DEPARTMENT OF REVENUE

Ch. 34, P. L. 1921; Ch. 38, P. L. 1921; Ch. 40, P. L. 1921.

R. A. DOUGHTON, *Commissioner*.

Title—Commissioner of Revenue.

Appointment—By Governor; after 1924, to be elected as are other State officers.

Term—Four years.

Salary—\$5,500 and traveling expenses.

Ex Officio Member—State Board of Equalization.

FUNCTION

To have general supervision of the system of taxation throughout the State; to have and exercise general supervision over the administration of all assessment and tax laws, over all county, township and city tax assessors, and boards of equalization; to direct, supervise and enforce collection of income taxes of persons, corporations and unincorporated businesses; to supervise the enforcement of the Inheritance Tax Act, and to make suitable rules for the just administration thereof; and to enforce such other provisions of tax laws and collect such taxes as are prescribed by statute.

To keep necessary accounting and other records; to pay State Treasurer all moneys received; to appoint necessary assistants and fix their compensation; to prepare and have introduced remedial tax legislation; to make annual report to Governor of the Department's activities and recommendations as to present and proposed forms of taxation.

The Commissioner of Revenue replaces the State Tax Commission, most of whose functions were abolished with the creation of the Income Tax Law.

STATE BOARD OF EQUALIZATION

Art. 4, Ch. 131, C. S.; Ch. 40, P. L. 1921.

Composition (3)—Commissioner of Revenue, Chairman; Chairman Corporation Commission, Attorney-General, members *ex officio*.

FUNCTION

To hear and determine appeals from valuation of property by assessing officers in the several counties, and to order county boards of equalization to raise or lower assessments that they may be relatively just and uniform. To meet on call of the Revenue Commissioner.

GEOLOGICAL BOARD

Ch. 85, C. S.; Ch. 101 C. S.

Composition (5)—Governor, Chairman *ex officio*; four other members.

Appointment—By Governor with consent of Senate; State Geologist, by Governor, to serve at his pleasure.

Term—Four years overlapping.

Compensation—\$4 per diem not exceeding eight days annually and necessary traveling expenses; salary of State Geologist fixed by Board.

FUNCTION

To examine mineral, forestry, fishery and other natural resources of the State, geological formations; road-building materials; to examine and classify soils, forests and other physical features of State; examination of streams and water powers with special reference to development and preservation of sources through protection of forests; to consider other economic and scientific problems; to prepare suitable reports, maps and illustrations; to coöperate with boards of county commissioners in protection against forest fires (Ch. 26, P. L. 1921), also in making surveys of natural resources of county (Ch. 208, P. L. 1921). The Board is required to meet not less than twice a year.

To coöperate with Federal Power Commission and Corporation Commission regarding water-power development and location of sites (Ch. 138 P. L. 1921); to investigate the location and development of mineral properties; to advise with township and county authorities in the building and improvement of public roads by sending a competent road engineer to assist them in locating roads, advise as to type and construction of roads; to take over powers and functions of Mt. Mitchell Park Commission; to develop State parks from fees and other revenue collected from leasing buildings and camp sites, amusement privileges, etc.; to prevent and control forest fires; to purchase lands and sell timber, minerals, etc.

STATE GEOLOGIST: To conduct under supervision of the Board, a geological and economic survey of the State; to make inquiries in regard to systems of road building and management elsewhere; to make investigations and experiments of road building materials and methods of road making, and to disseminate such knowledge through lectures, bulletins and reports; to appoint with approval of Board, all assistants and experts; to designate engineer, attorney, forester and soil expert to investigate proposed agricultural development districts (Sec. 4963, C. S.).

STATE FORESTER: The Forester of the Survey, appointed by Board, is *ex officio* State Forest Warden, who may appoint one or more forest wardens in townships, and have supervision and instruction of same; to issue regulations and enforce laws regulating forest fires; to supervise

fire patrols and other duties of the local wardens (Art. 5, Ch. 101, C. S.), prevent and extinguish fires, etc.

REPORTS: The Board submits biennial reports to the General Assembly, showing progress and expenditures of the Survey, also other reports, bulletins, etc., for public distribution.

OBJECT: To survey and report the natural resources of the State; to develop, protect and conserve water powers, forests, fisheries, minerals, soils and public roads; to coöperate with Federal, State and local agencies in the promotion of same; to have supervision of drainage districts organized under the North Carolina Drainage Law.

FISHERIES COMMISSION BOARD

Ch. 37, C. S.; Ch. 42, P. L. 1921—Extra Session.

JOHN A. NELSON, *Fisheries Commissioner.*

Composition—Five members.

Appointment—By Governor.

Term—Four years overlapping.

Qualification—Three from fishing districts; knowledge of industry; one member minority party.

Compensation—Chairman \$300 a year and expenses; others \$5 per diem and expenses.

FUNCTION

To appoint a Fisheries Commissioner and fix his compensation; to regulate, prohibit or restrict in time, place, character or dimensions the use of nets, appliances, apparatus, or means employed in taking or killing fish; to regulate seasons of fishing for various species, and to prescribe and publish the minimum sizes which may be taken, bought or sold; to regulate the shipping of fish, oysters and other water products; and to otherwise enforce the laws relating to fish and fisheries.

FISHERIES COMMISSIONER: Executive officer of and responsible to the Board. Term of four years; to appoint two assistant commissioners and other employees with consent of Board, and prescribe their duties; to appoint county inspectors, with consent of Board, who shall assist the commissioner as required (salary \$3 per diem and expenses); to purchase or rent necessary boats, nets and other equipment; to make necessary rules and regulations; to investigate violations and prosecute offenders; to collect or compile statistics of the fishing industry; to investigate and study habits, etc., of fish and shell-fish; to have surveyed and marked restricted areas of water; to prepare maps showing location of fixed apparatus employed during fishing season; to issue commercial fishing licenses, leases of bottoms for oyster or clam cultivation, and to collect such licenses, taxes, fees, rentals, etc., and turn same over to State Treasurer monthly; to make semiannual reports to Board.

REPORTS: To submit to each legislature a report showing the operations, collections and expenditures of the Board; to publish other reports with illustrations and maps, results of its work and investigations.

AUDUBON SOCIETY

Part 2, Art. 1, Ch. 38, C. S.

MISS PLACIDE H. UNDERWOOD, *Secretary*.

FUNCTION

To secure the enactment and enforcement of laws for the preservation of birds and game of the State; to designate for appointment by the Governor, county bird and game wardens for such counties as come under its jurisdiction, and to prescribe their duties and fix compensation; to receive fees for all non-resident hunters' licenses through the State Treasurer issued by clerk of Superior Court in specified counties, and to revoke such licenses for cause; to issue certificates to suitable persons to collect bird nests and eggs for scientific purposes; to promote the study of birds; to stimulate instruction of children by parents and teachers; to arouse public sentiment against destruction of wild birds and their eggs; to prepare and distribute literature upon such subjects; to raise funds necessary to carry out purposes of Society and to defray expenses.

REPORTS: To make an annual report to the Governor of the receipts and expenditures of the Society for the year.

NOTE: The Audubon Society of North Carolina was created a body politic and corporate in 1903, with eight directors or trustees, officers consisting of a president, vice-president, secretary and treasurer. The treasurer is designated by Society and commissioned by Governor.

At the present time thirty-two counties and sixty-one game wardens are under the jurisdiction of the Society; a bill for the enactment of a State-wide game commission to take over the enforcement work of the Society was introduced in 1917, by Senator Kelly, Chairman of Senate Committee on game. So many amendments were offered particularly aimed at exemption of certain counties from its provisions, that it was finally tabled after much debate.

In counties not under Society's jurisdiction, game laws are enforced by the county commissioners who constitute county game protection commissions. They appoint local game wardens.

DEPARTMENT OF LABOR AND PRINTING

Arts. 1, 2, Ch. 120, C. S.; Art. 2, Ch. 112, C. S.; Chs. 25, 131, P. L. 1921.

M. L. SHIPMAN, *Commissioner*.

Title—Commissioner.

Appointment—Elected.

Term—Four years.

Salary—\$4,500.

Ex officio member—Printing Commission.

FUNCTION

To collect and collate information and statistics concerning:

1. Labor and its relation to capital, hours of labor, earnings of laborers, and their educational, moral and financial condition, and means of promoting their welfare.
2. Various mining, milling and manufacturing industries of State, location, capacity and output, raw materials and capital invested.
3. Location, estimated and actual horse-power and condition of valuable water powers, developed and undeveloped in this State.
4. Farm lands and farming, kinds, character and quantity of annual farm products in this State.
5. Truck gardening and dairying.
6. Timber lands and timber.
7. Other information affecting agricultural and industrial welfare of the State.

To perform the duties of mine inspector for the State; to act as State Director for U. S. Employment Service; to supervise, in conjunction with printing commission, all State printing; to appoint an assistant commissioner who is a practical printer, to take charge of State printing under his direction.

FREE EMPLOYMENT SERVICE: To maintain a free employment bureau in the Department, to establish and conduct free employment offices in the State; to extend vocational guidance to minors seeking employment; to coöperate with Federal, municipal and other agencies in employment, rehabilitation and Americanization problems.

STATE PRINTING: To carefully examine all printing and binding done for the State or any Department thereof, by the public printers, and to certify that same meets required standards and that the accounts rendered by the public printer are accurate and just. Such accounts shall not be approved by the Commissioner nor audited by the State oftener than forty-eight times a year; to purchase for use of the State, the paper and stationery used for public printing.

MINE INSPECTION: To examine all the mines in the State as often as possible to see that the provisions of law are strictly observed and carried out; to employ counsel and to prosecute violations; to examine particularly the works and machinery belonging to any mine; to examine condition of mines as to ventilation, drainage, and general security; to investigate deaths by accidents; to keep a record of all examinations and all data affecting mining industry in this State.

REPORTS: To publish and distribute biennially a statistical report covering the Department's activities and research, also an annual report to the Governor on mines and mining industry.

BOARD OF COMMISSIONERS OF NAVIGATION AND PILOTAGE

Ch. 79, P. L. 1921.

Composition—Five members.

Appointment—By Governor; vacancies filled by Board.

Term—Four years.

Qualification—Four to be residents of New Hanover County; none to be licensed pilots.

FUNCTION

To make and enforce rules regulating pilotage service and other matters relating to the navigation of waters from seven miles above Negro-Head Point downwards and out of the bar and inlets.

To appoint annually a harbor master for the Port of Wilmington; to appoint a clerk who shall record all the rules, orders and proceedings of the Board; to examine or cause to be examined applicants as pilots for Cape Fear River and bar, and to license those approved; to renew licenses annually upon payment of fee of \$5, and to revoke licenses for cause; to make and enforce rules relating to pilots' apprentices; to organize pilots licensed by board into a mutual association each member to pay two per cent of each pilotage fee for expenses of board, surplus to be placed in fund for benefit of widows and orphans of deceased pilots; to issue permits to run regularly as pilots of steamers plying between Wilmington and other U. S. ports; to retire pilots and to provide compensation under suitable rules; to exercise jurisdiction over disputes as to pilotage and between pilots.

PILOTAGE: Fees fixed by law—two classes; (1) Sea to Southport and vice versa; (2) Southport to Wilmington and vice versa. Fees are based on ship's draught, 6' to 30' and vary in class 1 from \$10.76 to \$267.66, and in class 2 from \$6.46 to \$163.36. The first pilot speaking a vessel is entitled to pilotage fees.

LICENSES: Two classes (1) Apprentice, require three years service—license covers vessel not exceeding 15' draught. Age limitations 21-25 years; (2) Unlimited license—1 year's service under class 1 license.

HARBOR MASTER: To keep channel-way clear; to berth vessels at appropriate docks; to collect fees (\$3 to \$10) from incoming vessels; to arrest violators.

OBJECT: To promote the efficiency of pilotage service and to protect and promote the commerce of the port of Wilmington and the State of North Carolina.

CORPORATION COMMISSION

Ch. 21, C. S.; Art. 14, Ch. 56, C. S.; Secs. 63-89, Ch. 4, P. L. 1921;
Chs. 25, 126, P. L. 1921; Sec. 7, Ch. 40, P. L. 1921.

W. T. LEE, *Chairman*.

Composition (3)—Three Commissioners.

Appointment—Elected.

Term—Six years overlapping.

Qualification—Must not own any stocks or bonds of or be interested in any public-service corporation.

Salary—\$4,500 and expenses as members of Corporation Commission; also \$500 additional salary as State Banking Commissioners.

FUNCTION

To make and enforce suitable rules, orders and regulations for the safety, comfort and convenience of passengers, shippers or patrons of any public-service corporation doing business in the State of North Carolina, two members of the Commission constituting a quorum; to make inspections of equipment and facilities and to require repair or installation and maintenance of improved devices or methods; to investigate from time to time corporations under its control to see that its rules are being enforced; to sit as a Court of Record and hear and determine controversies submitted; to fix, regulate and revise rates, charges and tariffs; to employ by and with consent of Governor, expert assistance in the examination and preparation of all cases heard by the Commission for the purpose of regulating rates for intrastate service; to appoint a clerk and other employees and fix their compensation.

To supervise and examine public and private banks, loan and trust companies or corporations; to appoint a Chief State Bank Examiner, State bank examiners, and other employees and fix their compensation; to submit annual reports to the Governor of all its transactions with recommendations as to remedial legislation.

CHAIRMAN: To perform the duties and exercise the powers of the Commission in relation to banks and building and loan associations. The chairman is *ex officio* a member of the Municipal Board of Control and the State Board of Equalization.

CLERK: The Clerk of the Commission is required to be an expert accountant, experienced in railroad statistics and transportation rates. Term of office two years. May hold stock in State or National Banks.

CLASSES OF CORPORATIONS UNDER CONTROL OF COMMISSION.

1. Common Carriers.—Railroads, street railways, steamboat, canal, express, sleeping car.

2. Telegraph and telephone companies.
3. Private electric light, power, water and gas companies.
4. Water power, hydro-electric, water companies.
5. Flume companies, which avail themselves of the power of eminent domain.
6. Private sewerage companies.
7. Public and private banks, loans and trust companies and corporations.

OBJECT: To have general control and regulation of all public utilities corporations, State banks, loan and trust companies doing business in this State, in respect to tariffs, rates, charges, service and facilities.

STATE HIGHWAY COMMISSION

Ch. 2, P. L. 1921.

FRANK PAGE, *State Highway Commissioner*.

Composition (10)—Chairman, State Highway Commissioner; nine commissioners.

Appointment—By Governor, with consent of Senate.

Term—Chairman, six years; other members, six years, overlapping.

Qualification—Chairman, practical business man from State at large; members, one from each highway district, three of minority party.

Compensation—Chairman, \$5,500 and expenses; other members, \$10 per diem and expenses.

FUNCTION

To supervise and control the location, construction and maintenance of the State Highway system; to meet the requirements of Federal aid acts; and to administer and enforce other provisions of the State Highway Act.

To keep records of proceedings and adopt rules governing transactions and enforcement of law; to appoint a State highway engineer (4 year term) and other employees, fix their salaries and prescribe their duties; to meet quarterly, or oftener on call of Commissioner or of five members, the Highway Commissioner to devote entire time to the work of the Commission and to be vested with power of Commission when same is not in session.

To designate and map the roads comprising the State Highway System, not to exceed 5,500 miles and to publish same; to alter or re-locate same subsequent to public hearing or on its own volition; to let all contracts for construction.

To take over and control existing county or township roads constituting part of system; to provide for necessary road materials; to enforce by mandamus its legal rights.

To regulate use of State highways and to police traffic thereon; to establish a traffic census to secure information concerning use, cost, value, importance and necessity of roads forming a part of the State Highway System as a basis for construction of same.

To assume full and exclusive responsibility for the maintenance of all roads other than streets in towns and cities forming part of system, except roads maintained by counties under contract with Commission;

To exercise full power to comply with Federal aid acts relating to construction, maintenance and improvement of rural post roads.

To regulate street openings and excavations on State-owned roads; to condemn land for rights of way and for purposes of obtaining road

materials, such as lime, sand, gravel, timber, etc., and to employ counsel for advice and legal action; to select and provide road materials; to adopt standard design and uniformly mark all roads comprised in the system.

To keep full account of each road project showing expenditures and liabilities and records of contracts and force account work.

To apportion construction and maintenance funds obtained from receipts of bond issues (\$50,000,000), automobile license tax, gasoline road tax and other sources, to each district as prescribed by law.

REPORTS: To make full detailed report to each General Assembly, showing construction and maintenance work and cost of same, receipts of license fees and disbursements.

NOTE: Specific duties of State Highway Commissioner and State Highway Engineer, as such are not set forth in the law. Reference is invariably to the Highway Commission.

DEPARTMENT OF INSURANCE

Ch. 99, C. S.; Ch. 106, C. S.; Ch. 25, P. L. 1921.

STACEY W. WADE, *Commissioner*.

Title—Commissioner.

Appointment—Elected.

Term—Four years.

Salary—\$4,500.

FUNCTION

To direct the administration and enforcement of the insurance laws of this State; to supervise the admission and regulation of all insurance companies, associations and orders doing or proposing to do business in this State (600—life, health, accident, casualty, fire, marine, credit, burglary, plate glass, liability, steam boiler, automobile, etc.); to investigate complaints and prosecute violations; to supervise building and loan associations (200), lightning-rod companies, Morris Plan companies, rate-making bureaus and associations; to enforce the State Building Code and inspection laws; to act as fire marshal *ex officio* and to investigate fires, etc.; to administer premium collections (50c. on \$100) for Firemen's Relief Fund; to receive and file fire insurance rates and pass on complaints of discrimination.

To enforce the "Blue-Sky" law; to make abstract of financial statements filed by different companies; to collect fees for their publication and have them published in newspapers of the State; to keep in permanent form a record of proceedings, inspections and examinations; to turn over to State Treasurer any revenue from fees, licenses, etc., in excess of \$20,000; to issue licenses to companies, their agents, etc.;

To collect taxes from all classes of insurance companies, whether foreign or local, doing business in this State, on the basis of 2 1-2 per cent upon the amount of their gross premium receipts in this State, provided that should one-fourth of the entire assets of the company be invested and maintained in bonds of this State, or of any county, city or town of this State, or of any property situated in this State or taxable therein, or loans to North Carolina policyholders against the reserves on their policies, the tax is one per cent; if the amount so invested is three-fourths of the total assets, the tax is one-fourth of one per cent. Companies paying such taxes are not liable for tax on their capital stock and no county or corporation may impose any additional tax or license or fee.

To collect fees for licenses issued to all classes of insurance companies and annual fees for licenses issued to each general agent, agent and broker in accordance with the schedule fixed by law.

To collect other fees pertaining to insurance companies as prescribed by law.

Sec. 6079, Ch. 99, C. S. The Insurance Commissioner "shall, in his annual report, make a statement of the fires investigated, the value of property destroyed, the amount of insurance, if any, the origin of the fire, when ascertained, and the location of the property damaged or destroyed, whether in town, city, or country. He shall also file annually an itemized statement, under oath, of all money received by him and disbursed under this chapter."

REPORTS: To submit annually to the Governor, and biennially to the General Assembly, through the Governor, a report of his official acts, the condition of all insurance and other companies or associations under his jurisdiction, with a condensed statement of their reports to him; together with a statement of the licenses, taxes and fees received by him and paid by him to the Treasurer.

To report to the General Assembly at each session, suggested changes in the laws.

ADJUTANT GENERAL'S DEPARTMENT

Sec. 8, Art. III, Constitution; Ch. 111, C. S.; Ch. 53, P. L. 1921—
Extra Session.

J. VAN B. METTS, *Adjutant General*.

Title—Adjutant General.

Appointment—By Governor.

Term—Four years.

Qualification—Five years commissioned service in National Guard, Naval Militia, Regular Army, U. S. Navy or Marine Corps.

Salary—\$4,500.

FUNCTION

To organize, direct and control the militia of this State; to preserve the peace and to protect life and property in emergency through the use of the National Guard, Naval Militia and unorganized militia, and otherwise execute the military laws and regulations of the United States, State of North Carolina and the Commander-in-Chief.

To make returns and reports to the Secretaries of War and Navy as required; to keep records of officers and enlisted men; to have prepared and properly distributed military laws, etc., and to perform such other duties as required by military law and regulations of the Governor.

Art. 2, Ch. 111, C. S. The Governor is Commander-in-Chief of the State Militia which is divided into (1) National Guard, (2) Naval Militia, and (3) Unorganized Militia. The Governor is empowered to call out the militia to execute the law, suppress riots or insurrections and to repel invasions; to prescribe regulations relating to the organization of the National Guard and Naval Militia as conform to the requirements of the Federal statutes.

The military staff is divided into (1) the personal staff of the Governor consisting of 10 National Guard officers and 2 Naval Militia officers as aides-de-camp; and (2) the administrative staff as prescribed by Secretary of War and Secretary of Navy.

The Governor is directed by law to appoint a property and disbursing officer for North Carolina who shall receipt and account for all funds and property belonging to the State for military purposes, and a property and disbursing officer for United States.

The Adjutant General, as head of the Department, is subordinate only to the Governor in matters pertaining thereto.

REPORTS: To make an annual report to the Governor including a detailed statement of all expenditures made for military purposes during the year.

To report biennially to the General Assembly.

SOLDIER SETTLEMENT BOARD

Art. 5, Ch. 126, C. S.

Composition (3)—Three members by Governor; Attorney-General, Legal Advisor.

Term—Six years overlapping.

Qualification—None specified.

Salary—None.

FUNCTION

To provide useful employment and rural homes for soldiers, sailors, marines and others who have served with the armed forces of the United States in the European War or other wars through coöperation with Federal, State and other agencies engaged in work of similar character.

To contract with the United States in pursuance to acts of Congress for soldier settlement and related purposes; to contract with other States, municipal corporations, public and private corporations and individuals for purpose of general coöperation with Federal Government; may undertake, under contract with United States, any work of farm improvement, sub-division of land, supervision of settlement, selection of settlers, agricultural training of prospective settlers, supervision of short term loans, rejection of applicants for allotment, collection of moneys, operation and maintenance of projects undertaken; may undertake, in coöperation with United States, such projects as reclamation of State lands, irrigation, removal of trees and stumps, building of levees, sea walls, necessary roads, land leveling, fertilization, sanitation and other means desirable to make land suitable for agricultural purposes and rural homes; may acquire in name of State by purchase or gift all lands and other property needed, and to sell same if necessary with consent of coöperating Federal agencies.

May lease lands pending receipt of application for purchase thereof; dedicate lands for schools, churches, roads, etc.; may establish, develop and open for sale such town sites as may be desirable and provided by United States contract, proceeds to be converted into the North Carolina Soldier Settlement Fund.

REPORTS: To make an annual report to the Governor with full statement of its operations and results of its investigations together with recommendations for remedial legislation.

STATE BOARD OF CHARITIES AND PUBLIC WELFARE

Sec. 7, Art. XI, Constitution; Ch. 88, C. S.; Arts. 1, 2, 5, Ch. 103, C. S.;
Ch. 128, P. L. 1921.

MRS. KATE BURR JOHNSON, *Commissioner of Public Welfare.*

Composition (7)—Seven members. Elected by General Assembly on recommendation of Governor.

Term—Six years overlapping.

Qualification—One to be a woman.

Compensation—Expenses only.

FUNCTION

To investigate and supervise through and by its own members or its agents or employees the whole system of charitable and penal institutions of the State, and to recommend such changes and additional provisions as it may deem needful for their economical and efficient administration.

To study problems of non-employment, poverty, vagrancy, housing conditions, crime, public amusement, care and treatment of prisoners, divorce and wife desertion, the social evil and kindred subjects and their causes, treatment and prevention; to issue, publish and distribute bulletins on social conditions and proper treatment and remedies for social evils.

To study and promote welfare of the dependent and delinquent child and to provide either directly or through a bureau of the Board for the placing and supervision of dependent, delinquent and defective children.

To inspect and report on private orphanages, institutions, maternity homes and persons or organizations receiving and placing children and to require such institutions to submit reports and information as directed; to issue and revoke for cause, licenses to persons or agencies carrying on such work.

To inspect county jails, prisons, county homes and other institutions of a penal or charitable nature, and to require reports from sheriffs and other officers; to approve plans and specifications of new jails and almshouses.

To approve by certificate the election of County Superintendent of Public Welfare elected for two years by County Board of Education and Board of County Commissioners in joint session. In certain instances County Superintendent is *ex officio* County Superintendent of Public Welfare.

To approve applications for establishment of private, town and county hospitals for the insane, idiots, feeble-minded, inebriate and to issue licenses for same which shall at all times be subject to visitation;

to give special attention to the causes of insanity, idiocy and other forms of mental and physical defect; to recommend to the General Assembly social legislation and creation of necessary institutions.

To visit State hospitals for insane from time to time, to examine into their condition and make such report to the General Assembly with suitable suggestions and recommendations.

To employ a trained investigator of social service problems, to be known as the Commissioner of Public Welfare, and other inspectors, officers and agents as necessary to the discharge of its duties.

REPORTS: To submit biennially to the General Assembly a full and complete report of its doings during the two preceding years showing actual condition of all the State institutions under its supervision with suitable suggestions; and to report such other matters affecting public welfare.

ADVISORY BOARD OF PAROLE

Art. 4, Ch. 130, C. S.

Composition (3)—Attorney-General, Chairman *ex officio*; Chairman Board of Directors State Prison *ex officio*; Chairman Board of State Charities *ex officio*.

Compensation—Attorney-General, none; other members receive their regular per diem allowance and expenses.

FUNCTION

To promulgate rules for keeping records of the conduct and demeanor of State and county prisoners by Superintendent of State Prison and local authorities; to formulate rules for application for pardon or parole of county prisoners; to consider monthly cases of State prisoners who have served minimum sentence and to determine what prisoners are suitable subjects for parole under a conditional pardon; to report findings in favorable cases to Governor.

CHILD WELFARE COMMISSION

Art. 1, Ch. 90, C. S.

E. F. CARTER, *Executive Officer*.

Composition (3)—Superintendent of Public Instruction *ex officio*; Commissioner of Public Welfare *ex officio*; State Health Officer *ex officio*.

FUNCTION

To administer the laws relating to (1) child labor and issuance of employment certificates, (2) seats for women employees, and (3) separate toilets for sexes and races, and to employ agents for the enforcement of such laws and to supervise their inspections.

No child under fourteen shall be employed or permitted to work in or about any mill, factory, cannery, work shop, manufacturing establishment, laundry, bakery, mercantile establishment, office, hotel, restaurant, barber shop, boot-black stand, public stable, garage, place of amusement, brickyard, lumber yard or any messenger or delivery service except in cases and under regulations prescribed by Child Welfare Commission.

No person under sixteen shall be permitted to work in any of the above places or occupations between 9 p.m. and 6 a.m. No person under sixteen shall be allowed to work in any quarry or mine.

Agents of the Commission are authorized to enter and inspect any of the foregoing establishments for the purpose of enforcing the child labor law and the laws relating to seats for women employees and separate toilets for sexes and races.

EXECUTIVE OFFICER: The Executive Officer is in charge of the administrative and regulatory work of the Commission. He is appointed by the Commission to serve at its pleasure and receives a salary of \$3,000.

STATE RECONSTRUCTION COMMISSION

Art. 4, Ch. 126, C. S.

Composition (26)—Governor, Chairman *ex officio*; twenty-five citizens appointed by Governor.

Term—Not specified.

Qualification—Must represent various industries and employments.

FUNCTION

To make investigations in reference to the industrial, commercial, economic, sociological, and military needs and requirements of the State which have been produced by the World War and the readjustments of the State to conditions of peace; to take such advisory measures as it may deem fit in reference to such matters; to consult with the several State and Federal Departments and various civic organizations; to make investigation and suggest plans for coördination and coöperation of the resources of the State during readjustment period.

To make investigations and recommendations on all matters requiring Federal and State coöperation and to plan methods of coöperation with Federal authorities in devising and carrying out national policies during the period of war reconstruction; to make written reports to the Governor at such times and upon such subjects as it may deem proper and publish same in newspapers of the State.

The members of the Commission receive no compensation, but the act carried an annual appropriation of \$500 for two years.

RAILROAD STOCK COMMISSION

Ch. 148, P. L. 1921.

Composition—Five citizens.

Appointment—By Governor.

Term—Not specified.

Qualification—One member to be stockholder. Minority party to have representative.

FUNCTION

To investigate the advisability of sale of the stock owned by the State in the North Carolina Railroad and Atlantic and N. C. Railroad and reinvestment of the proceeds in proposed railroads in western part of the State; to expend \$5,000 on preliminary surveys and in procuring information as to cost of proposed railroads to be constructed; provided that Commission shall not consider any offer to purchase the stock of said railroad companies which does not include an offer to purchase the stock in said companies now privately owned at the same price offered the State for its stock.

The statute states that the Commission will “report,” but does not mention the time or to whom such report shall be made.

MEMORIAL BUILDING COMMISSION

Art. 2, Ch. 113, C. S.

Composition (12)—Governor, Chairman *ex officio*; President of Senate *ex officio*; Speaker of House *ex officio*; nine other well qualified persons appointed by Governor.

Term—Not specified.

Salary—None.

FUNCTION

To formulate plans, rules and regulations and to raise by voluntary contributions sufficient funds and to acquire by gift, purchase or condemnation a suitable site at Raleigh and to erect thereon, or, with the consent of the Council of State, on land already owned by State not otherwise used, a suitable, useful and fireproof memorial building to be used as a depository for preserving, exhibiting and administering the records, relics and memorials of the late World War, and other historical records and effects of this State, such building, upon completion, to be property of State; to report to General Assembly.

The Commission, created in 1919, is constituted as a body politic and corporate. The law provides that the commissioners shall hold office until the work shall have been completed and they shall have made report of the same to the General Assembly and shall have been discharged. Further provision is made for the acceptance of contributions from any county, city or town as determined by the respective governing body.

SPECIAL LEGISLATIVE SCHOOL COMMISSION

Ch. 25, P. L. 1921—Extra Session.

Composition (5)—Three representatives; two senators.

Appointment—By Speaker of House; by President of Senate.

Term—Two years (1923 Session).

Qualification—One member of minority party.

Compensation—\$10 per diem and expenses.

FUNCTION

To study the laws and the decisions of Supreme Court relative to the levy of taxes for the purpose of establishing and maintaining a six months school term, of establishing and maintaining high schools, teachers' salaries and kindred subjects, and of raising and maintaining an equalization fund; to call upon any State and county officers and the Supreme Court for information; to employ necessary clerical assistance and fix their compensation.

REPORTS: To make a report of their proceedings and conclusions to the 1923 Session of the General Assembly, and to submit suitable legislative bills designed to effect objects sought; to have report published and distributed to every member of legislature and State officers.

UNIVERSITY OF NORTH CAROLINA

THE UNIVERSITY OF NORTH CAROLINA, CHAS. M. BAKER, PRESIDENT

CHAS. M. BAKER, PRESIDENT

The University of North Carolina, established in 1784, is the oldest institution of higher learning in the Southern States. It has a long and distinguished history, and its graduates have been prominent in the various professions and in the public service. The University is now a member of the Southern Association of Colleges and Universities, and is accredited by the Southern Educational Association.

STATE INSTITUTIONS

The State of North Carolina has a number of institutions of higher learning, including the University of North Carolina, the North Carolina State College of Agriculture and Mechanical Arts, and the North Carolina State College of Science and Arts.

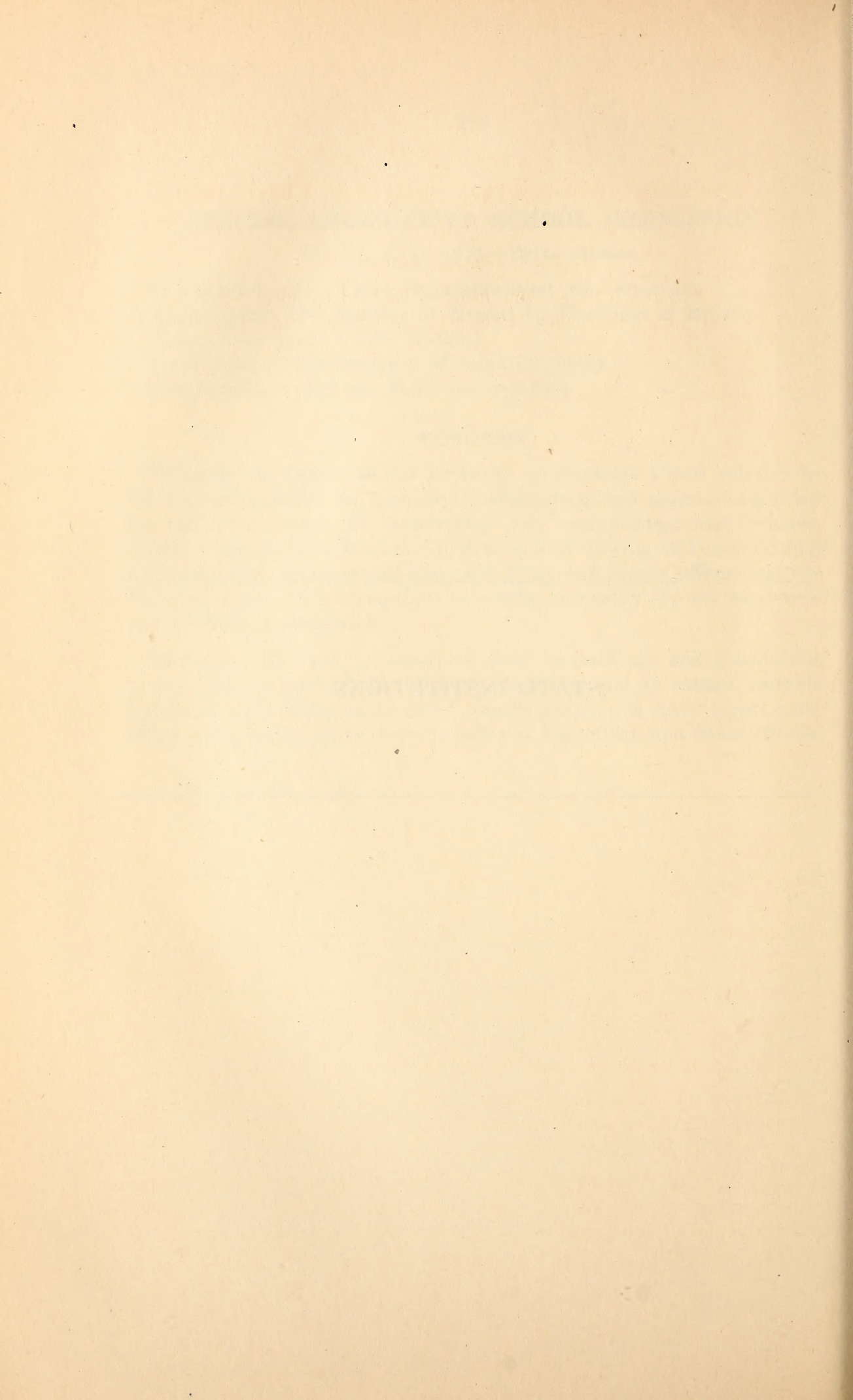
The University of North Carolina is the largest and most prominent institution of higher learning in the State. It is located in Chapel Hill, and has a campus of about 1,000 acres. The University is a member of the Southern Association of Colleges and Universities, and is accredited by the Southern Educational Association. It has a long and distinguished history, and its graduates have been prominent in the various professions and in the public service.

The North Carolina State College of Agriculture and Mechanical Arts is located in Raleigh, and is the largest institution of higher learning in the State devoted to the study of agriculture and mechanical arts. It has a long and distinguished history, and its graduates have been prominent in the various professions and in the public service.

The North Carolina State College of Science and Arts is located in Raleigh, and is the largest institution of higher learning in the State devoted to the study of science and arts. It has a long and distinguished history, and its graduates have been prominent in the various professions and in the public service.

The State of North Carolina has a number of other institutions of higher learning, including the North Carolina State College of Education, the North Carolina State College of Business, and the North Carolina State College of Law.

The University of North Carolina is the largest and most prominent institution of higher learning in the State. It is located in Chapel Hill, and has a campus of about 1,000 acres. The University is a member of the Southern Association of Colleges and Universities, and is accredited by the Southern Educational Association. It has a long and distinguished history, and its graduates have been prominent in the various professions and in the public service.



UNIVERSITY OF NORTH CAROLINA (Chapel Hill)

Secs. 6, 7, 14, Art. IX, Constitution; Art. 1, Ch. 96, C. S.

H. W. CHASE, *President*.

Board of Trustees (102)—One hundred elected by joint ballot of the General Assembly; Governor, President *ex officio*; Superintendent of Public Instruction *ex officio*; Treasurer, Secretary, elected by board.

Term—Eight years.

Compensation—Not stated.

Qualification—Sixteen must reside near University or capital.

FUNCTION

To meet annually at such time and place as prescribed by law or by the Governor, ten trustees constituting a quorum competent to exercise full power and authority of the Board; to remove trustees for cause; to make suitable rules and regulations for the management of the University, not inconsistent with the laws and Constitution; to appoint an executive committee from their own number with such powers as they may grant; to appoint the president, professors, tutors and other officers as they deem necessary, and to remove same for cause; to exercise such financial control and powers as prescribed by law and are vested in a body politic and corporate. The trustees may appoint special meetings as necessary, subject to statutory limits thereon.

To have charge of all construction, enlargement and permanent improvements; to purchase all supplies, materials and equipment.

GOVERNOR: To preside over meetings of Trustees or to appoint some member to act for him; to appoint special meetings of board, but no special meeting shall have power to revoke or alter any order, resolution or vote of an annual meeting; to fill temporarily vacancies in office of Secretary and Treasurer.

PRESIDENT AND FACULTY: To have the power, by and with the consent of the Trustees, of conferring all such degrees or marks of literary distinction as are usually conferred by colleges or universities; to make suitable laws and regulations for the government of the University and preservation of order and good morals therein.

REPORTS: To have annual reports made to the Governor, to be transmitted by him to the General Assembly, showing the receipts of the corporation from all sources and expenditures of same.

OBJECTS AND PURPOSE: To instruct the youth of the State in the arts, sciences, professions and higher branches of learning; to inculcate the principles of good citizenship, and to advance knowledge and standards of education.

DEPARTMENTS: Collegiate, Applied Science, Teacher Training,
Graduate, Law, Medicine, Pharmacy, Bureau of Extension.

Established	1789
Acreage	598
Val. of buildings, equipment and land..	\$3,675,338
Invested funds	\$1,578,340
Students, regular	2,000
Students, Summer School.....	1,400
Faculty	120
Appropriation, 1922	\$480,000

NORTH CAROLINA STATE COLLEGE OF AGRICULTURE AND ENGINEERING (Raleigh)

Art. 2, Ch. 96, C. S.

W. C. RIDDICK, *President*.

Board of Trustees (17)—Sixteen appointed by Governor with consent of Senate; Governor, President *ex officio*; State Treasurer, Treasurer *ex officio*.

Term—Eight years overlapping.

Qualification—Representing agriculture and other industries.

Compensation—\$5 per diem and expenses.

FUNCTION

To meet annually at such date as it may fix, and not oftener than three times a year; to elect an executive committee consisting of five members of the Board and prescribe its duties; to appoint the president, professors, instructors and other officers and servants, and to remove them for cause; to make suitable laws and regulations for the government of the institution and the preservation of order and good morals therein.

To coöperate with the State Board of Agriculture in the operation and maintenance of the Agricultural Experiment Station, and the North Carolina Extension Service; to have power to make suitable rules and regulations governing the admission of students from the several congressional districts; to exercise such financial control, administrative and legal powers as are vested in the corporation by law.

To have charge of all construction, enlargement and permanent improvements; to purchase necessary supplies, materials and equipment.

EXECUTIVE COMMITTEE: To investigate annually, after July 1st, the affairs of each department of the college and of the entire institution and report to the next session of the Board its condition with suitable recommendations.

PRESIDENT AND FACULTY: The president and instructors under the direction and supervision of the trustees shall have power to confer such degrees or certificates of proficiency or marks of merit as may be deemed proper, and to arrange the curriculum of the college into courses of study necessary to be pursued in order to obtain the respective degrees provided for by the Board.

REPORTS: The Board of Trustees is required to make an annual report to the Governor concerning the work and requirements of the institutions, and the receipts and expenditures of all funds which he shall submit biennially to the General Assembly.

OBJECT AND PURPOSE: “. . . To teach the branches of learning relating to agricultural and mechanical arts and such other scientific and classical studies as the Board of Trustees may elect to have taught, and to promote the liberal and practical education of the industrial classes in the several pursuits and professions of life.” Sec. 5807, C. S.

DEPARTMENTS: Agriculture, Engineering, Textile Industry, Industrial Chemistry, Industrial Management, and Agricultural Administration.

Established	1889
Buildings	37
Acreage	485
Value of buildings and equipment	\$2,250,000
Value of land	\$250,000
Students	1,200
Faculty	100
Appropriation, 1922	\$275,000

NORTH CAROLINA COLLEGE FOR WOMEN (Greensboro)

Art. 4, Ch. 96, C. S.

JULIUS I. FOUST, *President*.

Board of Directors (11)—Ten members; Superintendent of Public Instruction, Chairman *ex officio*.

Appointment—State Board of Education, with consent of Senate.

Term—Six years, overlapping.

Qualification—No two from same Congressional District.

FUNCTION

To make rules and regulations for the government of the corporation and the admission of students, but shall not discriminate against any county in the number of students allowed it in case all applicants cannot be accommodated; each county to have representation in proportion to its white school population.

To appoint a president, professors, tutors and other officers as necessary for such terms and conditions as they may prescribe; to make regulations for the government of the college as shall not conflict with the laws of the State; to have charge of all construction, enlargement and permanent improvements; to purchase necessary supplies, materials and equipment. Vacancies on the Board are filled by appointment by the Board of Education with the consent of the Senate.

FACULTY: To confer degrees by and with consent of the Board; to extend the influence and usefulness of the college to the persons of the State who are unable to avail themselves of its advantages as resident students, by extension courses, by lectures and by other suitable means.

REPORTS: To report biennially, before the meeting of each General Assembly, to the Governor the operations of the corporation.

OBJECTS AND PURPOSE: To teach young white women all branches of knowledge essential to a liberal education; to make special provision for training in the science and art of teaching, school management and school supervision; to provide women with such training in the arts, sciences and industries as may be conducive to their self-support and community usefulness; to render to the people of the State such aid and encouragement as will tend to dissemination of knowledge, the fostering of loyalty and patriotism and the promotion of the general welfare; to provide free tuition to those who are to teach in the schools of North Carolina or enter other fields of public service.

The chief mission of the institution lies in furnishing the public school system of the State well equipped teachers; more than 12,000

students have been enrolled during the thirty years of its life, two-thirds of whom and nine-tenths of graduates become teachers in North Carolina.

Established	1891
Buildings	25
Acreage	100
Value	\$2,500,000
Students, regular session	1,270
Students, Summer School	998
Faculty	100
Appropriation, 1922	\$330,000

NEGRO AGRICULTURAL AND TECHNICAL COLLEGE OF NORTH CAROLINA (Greensboro)

Art. 3, Ch. 96, C. S.

JAMES B. DUDLEY, *President*.

Board of Trustees—Fifteen.

Appointment—Elected by General Assembly.

Term—Six years, each group of five overlapping.

Compensation—Traveling expenses only, not exceeding four times a year.

FUNCTION

To prescribe rules for the management of the institution and preservation of good order and morals; to appoint the president, instructors and other officers and servants and fix their salaries; to have general and entire supervision of the establishment and maintenance of the college; to regulate admission of pupils with respect to representation from the several congressional districts; to have charge of the disbursement of funds; to receive any donation of property or funds made to the college, and invest or expend same for benefit of college; to elect an executive board; to elect a chairman of the Board annually.

To have charge of all construction, permanent enlargement and repairs; to purchase necessary supplies, material and equipment.

EXECUTIVE BOARD: Consists of three trustee members elected by Board of Trustees, who shall have the immediate management of the institution when the full board is not in session.

PRESIDENT AND INSTRUCTORS: By and with consent of Board, to have power to confer certificates of proficiency or marks of merit and diplomas.

REPORTS: None specified.

OBJECT AND PURPOSE: To teach practical agriculture and the mechanical arts and such branches of learning as relate thereto, not excluding academical and classical instruction, to the negro boys of this State.

The College confines its courses of study entirely to agricultural and mechanical education. No purely academic courses are offered. Purpose of Agricultural Department is to train practical farmers and teach-

ers of agriculture; Mechanical Arts Department to give a thorough knowledge of the trades offered.

Established	1891
Buildings	13
Acreage	130
Value of buildings and equipment.....	\$300,000
Value of land	\$64,000
Number of students, regular session	446
Number of students, summer session	474
Faculty	25
Appropriation, 1922	\$30,000

EAST CAROLINA TEACHERS' COLLEGE (Greenville)

Art. 9, Ch. 96, C. S.; Ch. 68, P. L. 1920—Extra Session;
Ch. 27, P. L. 1921—Extra Session.

R. H. WRIGHT, *President*.

Board of Trustees (10)—Nine members appointed by State Board of Education; Superintendent of Public Instruction, chairman *ex officio*.

Term—Six years, overlapping.

Qualification—Resident in First, Second, Third, Fourth, and Sixth Congressional districts.

FUNCTION

To prescribe course of study, laying emphasis on subjects taught in public schools of the State, and on the art and science of teaching; to waive tuition charges to those who agree to teach; to make no rules that discriminate against one county in favor of another in the admission of pupils into said school; to present diplomas of graduation and certificates of proficiency upon the recommendation of the faculty, and have power to confer degrees.

To have charge of all construction, enlargement and permanent repairs; to purchase necessary supplies, material and equipment.

REPORTS: The trustees shall report biennially to the Governor before the meeting of each General Assembly, the operation and condition of the school.

OBJECT AND PURPOSE: To be maintained by the State for the purpose of giving to young white men and women such education and training as shall fit and qualify them to teach in the public schools of North Carolina.

Established	1907
Buildings	9
Acreage	50
Value of buildings and grounds	\$1,159,000
Students enrolled (1907-22)	7928
Appropriation, 1922	\$105,000

CULLOWHEE NORMAL AND INDUSTRIAL SCHOOL (Cullowhee)

Art. 5, Ch. 96, C. S.; Ch. 61, P. L. 1921.

R. L. MADISON, *President*.

Board of Trustees—Seven members.

Appointment—State Board of Education.

Term—Five years, overlapping.

Qualification—From district served by school.

Compensation—Actual expenses.

FUNCTION

The school is under the supervision of the State Superintendent of Public Instruction, who shall have power to prescribe rules and regulations for the control, management and enlargement of the same. Young men and women preparing themselves for teachers shall pay no tuition charges. Board of Trustees to elect annually a president; subject to recommendation of president, Board elect teachers and assistant teachers and fix their salaries, authorize all departments of instruction, courses of study, prescribe entrance requirements; to fix all fees, tuition, rate of board, and provide for government and discipline of the school. The Board meets annually and on call. A chairman and vice-chairman are elected at the annual meeting. The president of the School is *ex officio* its secretary.

REPORTS: Secretary of Board (President of School) submits an annual report to the Board of Trustees of condition of school, accomplishments, needs and recommendations, copy of which is sent to Secretary of the Board of Education (Superintendent of Public Instruction).

OBJECT AND PURPOSE: To train young men and women as teachers in the public schools of North Carolina.

The school has trained more than 2,000 teachers for public school work and has furnished eleven county superintendents. Built to accommodate about 200 boarding students; chartered as a private institution in 1891 and taken over by the State in 1905. Its organization embraces practice school, high school, normal collegiate school, domestic science school, domestic arts school and music school.

Buildings	9
Acreage	27
Instructors	12
Value of buildings and land	\$225,000
Appropriation, 1922	\$25,000

APPALACHIAN TRAINING SCHOOL FOR TEACHERS (Boone)

Art. 8, Ch. 96, C. S.; Ch. 61, P. L. 1921.

B. B. DOUGHERTY, *Superintendent.*

Board of Trustees—Seven members.

Appointment—State Board of Education.

Term—Five years overlapping.

Qualification—From district served by school.

Compensation—Expenses only.

FUNCTION

See Cullowhee Normal School. Management, functions of board, etc., same.

OBJECTS AND PURPOSE: To establish a training school for teachers in Western North Carolina to which end tuition shall be free to all persons of the white race in the State who will sign a pledge to teach in the public schools of North Carolina for a term of not less than two years.

Its mission is to give a high school and professional education to young people who cannot go elsewhere; supplies a large proportion of public school teachers for the surrounding counties.

Established	1903
Buildings	9
Acreage	450
Value of buildings and equipment	\$400,000
Value of land	\$50,000
Students	906
Faculty	15
Appropriation, 1922	\$50,000

CHEROKEE INDIAN NORMAL SCHOOL OF ROBESON COUNTY (Pembroke)

Art. 6, Ch. 96, C. S.; Ch. 61, P. L. 1921.

N. C. NEWBOLD, *Director*, Raleigh; A. B. RILEY, *Principal*.

Board of Trustees—Seven members.

Appointment—By State Board of Education.

Term—Six years overlapping.

Qualification—Cherokee Indians.

Compensation—Expenses only.

FUNCTION

To elect the president of Board and define duties; to employ and discharge teachers; to exercise the usual functions of control and management of said school, action being subject to the approval of State Board of Education. The State Board shall make all needful rules and regulations concerning expenditure of funds, selection of principal, teachers and employees, and concerning selection of Board of Trustees. May organize on same plane and basis as are Cullowhee and Appalachian Training schools.

REPORTS: None specified.

OBJECT AND PURPOSE: To establish and maintain a school of high grade for teachers of Cherokee Indians in Robeson County.

ADMISSION AND QUALIFICATIONS: Cherokee Indians, of either sex, of Robeson County, not under 11 years of age, who can pass an approved examination in spelling, reading, writing, primary geography and fundamental rules of arithmetic, and who agree to teach the youth of the race of Cherokee Indians of Robeson County may be admitted.

Established	1887
Buildings	4
Acreage	10
Value buildings	\$90,000
Value land	\$7,500
Students	292
Appropriation, 1922	\$7,200

NEGRO NORMAL SCHOOL AT FAYETTEVILLE

Art. 7, Ch. 96, C. S.; Ch. 61, P. L. 1921.

N. C. NEWBOLD, *Director*, Raleigh; E. E. SMITH, *Principal*.

Board of Directors—Seven members.

Appointment—State Board of Education.

Term—Six years, overlapping.

Qualification—Not more than five to reside in county in which school is located.

Compensation—Actual expenses.

FUNCTION

To elect own president, secretary and treasurer; to have general management of the school; to elect teachers and to have such other powers of management as are not vested in the State Board of Education. For additional powers of State Board, see Cherokee Normal.

Sec. 17, Ch. 146, P. L. 1921. This statute creates a Director of Negro Education, appointed by State Board of Education upon the recommendation of Superintendent of Public Instruction, who shall have supervision of the Negro Normal Schools.

OBJECT AND PURPOSE: To teach and train young men and women of the colored race, from the ages of 15 to 25 years, for teachers in the common schools of the State for the colored race, provided students, who are educated at State expense, agree to teach for not less than three years.

Most of the negro teachers in the section where school is located received training at this school. Industrial training, especially in domestic science, is required of all. The law provides that a preparatory department may be established.

Established	1877
Buildings	6
Acreage	42
Value buildings	\$210,000
Value land	\$15,000
Students	530
Appropriation, 1922	\$23,500

NEGRO NORMAL SCHOOL AT ELIZABETH CITY

Art. 7, Ch. 96, C. S.; Ch. 61, P. L. 1921.

N. C. NEWBOLD, *Director*, Raleigh; P. W. MOORE, *Principal*.

Board of Directors—Seven members.

Appointment—By State Board of Education.

Term—Six years overlapping.

Qualification—Not more than five to reside in county in which school is located.

Compensation—Actual expenses.

FUNCTION

Separate Board of Directors. Method of appointment, function, object and purpose of school same as at Fayetteville Negro Normal School.

Established	1892
Buildings	5
Acreage	41
Value of buildings.....	\$215,000
Value of land	\$ 15,000
Students	548
Appropriation, 1922	\$23,500

SLATER INDUSTRIAL AND STATE NORMAL SCHOOL FOR NEGROES (Winston-Salem)

Art. 7, Ch. 96, C. S.; Ch. 61, P. L. 1921.

N. C. NEWBOLD, *Director*, Raleigh; S. G. ATKINS, *Principal*.

Board of Directors—Seven members.

Appointment—By State Board of Education.

Term—Six years overlapping.

Qualification—Not more than five to reside in county in which school is located.

Compensation—Actual expenses.

FUNCTION

Separate Board of Directors. Method of appointment, function, object and purpose of school same as at Fayetteville and Elizabeth City. Only difference being that at Slater, shop and farm work are taught in addition to other courses.

Established	1895
Buildings	7
Acreage	25
Value of buildings	\$250,000
Value of land	\$ 25,000
Students	732
Appropriation, 1922	\$25,000

STATE HOSPITAL AT RALEIGH

(Central Hospital for the Insane)

Ch. 103, C. S. (except Secs. 6156-7-8-9, which are repealed); Ch. 183, P. L. 1921; Ch. 193, P. L. 1921.

ALBERT ANDERSON, M.D., *Superintendent*.

Board of Directors—Nine; State Treasurer, Treasurer *ex officio*.

Appointment—By Governor with consent of Senate.

Term—Six years, each group of three overlapping.

Qualification—No two shall be residents of same county.

FUNCTION

To direct and manage affairs of Central Hospital and to adopt rules and regulations governing same; to provide for the accommodation, maintenance, care, training and treatment of legally committed white insane patients and inebriates from the district served, and insane and inebriate Indians and epileptics from the entire State.

To appoint from its own members a building committee of three who shall have charge of all construction work, enlargements and all permanent improvements.

To appoint a superintendent; to fix the number of assistant physicians and compensation of all officers and employees; to be responsible for the disbursement of appropriations for maintenance and permanent enlargements and repairs; to purchase necessary supplies, equipment, and materials.

SUPERINTENDENT: Appointed by the Board for a term of six years; must be a skilled physician. Duties are to appoint the assistant physicians, matrons, steward and all other employees; to have exclusive direction and control over all subordinate officers and employees, and to direct generally, the internal administration of the hospital.

TREASURER: To keep all accounts and pay out all moneys upon warrant of the Superintendent and countersigned by two members of the Board, under rules and regulations prescribed by the Board.

INSPECTIONS: By Board of Directors, General Assembly and State Board of Charities. Latter are required to investigate from time to time and report to Legislature.

REPORTS: To file with Governor bimonthly statement showing prices paid for all classes of articles purchased and from whom purchased. To report annually to the Governor on the condition of the institution and biennially to the General Assembly as to its receipts and disbursements.

OBJECT AND PURPOSE: To provide for the accommodation, maintenance, care and treatment of legally committed white insane patients and inebriates in the district served, inebriates and insane Indians and epileptics of the entire State.

Established	1856
Buildings	17
Acreage	1305
Patients (1919-1920)	1416
Attendants and nurses.....	75
Appropriation, 1922	\$320,000

STATE HOSPITAL AT MORGANTON

(Western Hospital for the Insane)

Ch. 103, C. S. (except Secs. 6156-7-8-9, which are repealed); Ch. 183,
P. L. 1921; Ch. 193, P. L. 1921.

JOHN McCAMPBELL, M.D., *Superintendent.*

Board of Directors—Nine; State Treasurer, Treasurer *ex officio*.

Appointment—By Governor with consent of Senate.

Term—Six years, each group of three overlapping.

Qualification—No two shall be residents of same county.

FUNCTION

See State Hospital at Raleigh. Morganton differs in that it does not receive Indian patients or epileptics.

OBJECT AND PURPOSE: To provide for the accommodation, maintenance, care and treatment of legally committed white insane and inebriates from within the district served.

Established	1875
Buildings	17
Acreage	1130
Patients	1450
Attendants	100
Appropriation, 1922	\$425,000

STATE HOSPITAL AT GOLDSBORO

(Eastern Hospital for the Colored Insane)

Ch. 103, C. S. (except Secs. 6156-7-8-9, which are repealed); Ch. 183, P. L. 1921; Ch. 193, P. L. 1921.

W. W. FAISON, M.D., *Superintendent*.

Board of Directors—Nine; State Treasurer, Treasurer, *ex officio*.

Appointment—By Governor with consent of Senate.

Term—Six years, each group of three overlapping.

Qualification—No two shall be residents of same county.

FUNCTION

See State Hospital at Raleigh. Goldsboro differs in that it receives only colored insane.

OBJECT AND PURPOSE: To provide for the accommodation, maintenance, care and treatment of legally committed colored insane patients and inebriates, resident in the State of North Carolina.

Established	1880
Buildings	13
Acreage	725
Value of buildings and equipment ..	\$1,000,000
Value of land	\$100,000
Patients	1116
Attendants	52
Appropriation, 1922	\$220,000

CASWELL TRAINING SCHOOL (Kinston)

Art. 12, Ch. 96, C. S. (except Sec. 5896, which is repealed); Ch. 183, P. L. 1921; Ch. 193, P. L. 1921.

C. BANKS MCNAIRY, M.D., *Superintendent*.

Board of Directors—Nine; State Treasurer, Treasurer *ex officio*.

Appointment—By Governor with consent of Senate.

Term—Six years, each group of three overlapping.

Qualification—No two shall be residents of same county.

FUNCTION

See State Hospital at Raleigh. Function and powers of the Board are the same.

OBJECT AND PURPOSE: Sec. 5895, C. S. "To segregate, care for, train and educate as their mentality will permit, the State's mental defectives; to disseminate knowledge concerning the extent, nature and menace of mental deficiency; to suggest and initiate methods for its control, reduction and ultimate eradication; to maintain an extension bureau for instructing the public in the care of the mental defectives who remain in their homes and for the after-care of discharged inmates; to create and maintain a psychological clinic for the study and observation of mental defectives charged with crime, and to give expert advice in all cases of mental defect."

Established	1911
Buildings	11
Acreage	950
Value of buildings and equipment ..	\$550,000
Value of land	\$40,000
Pupils	322
Employees	50
Appropriation, 1922	\$80,000

STATE PRISON (Raleigh)

Ch. 130, C. S.

GEO. ROSS POW, *Superintendent*.

Board of Directors (5)—One chairman; four other members; State Treasurer, Treasurer, *ex officio*.

Appointment—By Governor with consent of Senate.

Term—Four years; four years overlapping.

Compensation—\$4 per diem and 5 cents mileage.

FUNCTION

To direct and manage the affairs of the State Prison and State Hospital for the Dangerous Insane; to provide for the accommodation, maintenance, training, regulation, discipline, classification and employment of all persons committed to the State Prison and for the accommodation, maintenance, regulation and treatment of the criminally insane committed to its custody or transferred from the State Prison.

To employ such officers and employees as it deems necessary and to fix their compensation and prescribe their duties; to adopt and enforce such rules and regulations for the government of the institutions, its agents and employees and the inmates confined therein as they may deem just and proper; to "farm out" inmates of the State Prison as prescribed by law and to maintain and operate a State farm and prison camps on which inmates may be quartered and worked.

To have charge of all construction work, enlargements and permanent improvements; to purchase necessary supplies, equipment and materials.

CHAIRMAN OF BOARD: The Board may allow its chairman a salary in lieu of per diem and mileage, and confer such authority, and impose such duties upon him in reference to the management of the institution as it may think proper; to act as member of Advisory Board of Control.

TREASURER: The State Treasurer is the *ex officio* Treasurer of the State Prison and State Hospital for the Dangerous Insane, and as such shall keep all accounts of the institutions and shall pay out all moneys upon the warrant of the respective chief officers, countersigned by two members of the Board of Directors. He shall perform his duties under such regulations as prescribed by the Board with the approval of the Governor. Canceled vouchers to be deposited with the institutions annually.

INSPECTIONS: Construction of State camps must be in accordance with plans approved by the State Highway Commission and the State

Board of Health. The sanitary and hygienic care of prisoners shall be under the direction, supervision and regulation of the State Board of Health, same applying to the State Prison, State farm, and State and county camps, and such regulations regarding clothes, bedding, tableware and bathing for the prisoners shall be carried out by the Board of Directors.

REPORTS: Board of Directors shall make to the Governor a full report of the financial and physical condition of the State Prison annually and at such other times as the Governor may require.

OBJECT AND PURPOSE: To execute the law with reference to persons confined in the State Prison; to provide for their maintenance, care, and for their moral betterment as far as practicable; to regulate their conduct, employment and activities.

Established	1869
Value of buildings.....	\$1,225,000
Acreage	7,300
Inmates	825
Employees	134
Appropriation, none (Prison is self-sustaining.)	

STATE HOSPITAL FOR THE DANGEROUS INSANE

Art. 6, Ch. 103 C. S.

The Board of Directors of the State Prison is *ex officio* the Board of Directors of the Hospital for the Dangerous Insane, which is an adjunct of the State Prison. The Hospital, however, is a legally constituted corporation.

FUNCTION

As far as practicable, the statutes relating to the government of the State hospitals for the insane apply to the government of the State Hospital for the Dangerous Insane, except that there shall be elected only such assistants and other officers as the Board of Directors may think proper.

PHYSICIAN: Appointed by Board of Directors for a term of four years. Must be a skilled physician. He shall have same powers and perform same duties as the superintendents of other State hospitals and such additional duties as may be prescribed; to make a special study of penology and crime in all its aspects, and to submit a biennial report thereof to the Board of Directors for transmission to the Governor and the General Assembly.

INSPECTIONS: Superintendents of other State hospitals shall visit from time to time, and at least once a year each, for consultation and advice, and they shall report to the Board of Directors with such suggestions as they may deem proper and best for the government of the hospital and for the treatment of the patients, but their power shall be advisory only.

Sec. 6168, C. S. Board of State Charities are *ex officio* visitors to the hospital. To visit from time to time and report with suitable recommendations to the General Assembly.

Sec. 7714, C. S. State Board of Health has supervision and regulation of the sanitary and hygienic care of the patients and the Board of Directors must carry out its recommendations.

REPORTS: See Inspections.

OBJECT AND PURPOSE: To execute the law with reference to persons committed or transferred to the State Hospital for the Dangerous Insane; to provide for their maintenance, supervision, care and treatment.

STONEWALL JACKSON MANUAL TRAINING AND INDUSTRIAL SCHOOL (Concord)

Art. 1, Ch. 121, C. S.

CHARLES E. BOGER, *Superintendent.*

Board of Trustees—Fifteen.

Appointment—By Governor.

Term—Six years, three classes, overlapping terms.

Compensation—None.

FUNCTION

To have management and control of school; to employ superintendent and other assistants, prescribe their duties and fix their salaries; to establish and conduct such work shops, agricultural, horticultural and other pursuits as they may deem expedient so as to keep regularly at work all able-bodied inmates; to make suitable rules and regulations necessary to the proper government of the school; to receive gifts, donations, etc.; to secure homes for inmates.

To have charge of all construction, enlargement and permanent improvements; to purchase necessary supplies, materials and equipment.

SUPERINTENDENT: To receive all children under the age of 16 years; committed to the institution by competent authority; to cause them to be instructed in rudimentary branches of useful knowledge, and taught useful trades and given manual training subject to discretion of Board; to maintain discipline. The Governor may transfer prisoners under 16, from jail, chain-gang or penitentiary to the reformatory and vice versa.

INSPECTIONS: State Board of Charities. Governor to visit once a year or oftener, to make suggestions to the Board of Trustees.

REPORTS: To report receipts and expenditures. Time and manner of report not specified, nor to whom report shall be made.

OBJECTS AND PURPOSE: To establish and operate a school for the training, and moral and industrial development of the criminally delinquent children of the State under 16 years.

Established	1907
Buildings	24
Acreage	330
Value of buildings and equipment	\$558,333
Value of land.....	\$55,000
Pupils	360
Appropriation, 1922	\$40,000
Also \$200 per capita in excess of 100 boys.	

STATE HOME AND INDUSTRIAL SCHOOL FOR GIRLS AND WOMEN (Samarcand)

Art. 2, Ch. 121, C. S.; Ch. 69, P. L. 1921—Extra Session.

Board of Managers—Five.

Appointment—By Governor.

Term—Five years, overlapping.

Compensation—Necessary expenses.

FUNCTION

To have general superintendence, management and control of the institution; of the grounds and buildings and officers and employees thereof; of the inmates therein and all matters relating to the government, discipline, contracts and fiscal concerns thereof; and may make suitable rules and regulations to carry out the purpose of the institution; to receive in its discretion all persons committed by competent authority or voluntarily; to act as the Board of Parole and to discharge or parole any inmate at any time, provided that period of detention shall in no case exceed three years; provided, that girls committed under 21, may be kept until they are 21 years old; to make suitable provision for care and maintenance of children born in the institution or infants of inmates; to provide industrial training for each inmate.

To appoint from its members a president, secretary and a treasurer whose terms shall be for one year; to appoint a woman superintendent; to fix the compensation of the superintendent, all officers and employees and prescribe duties of each; to adopt by-laws, fixing time and place of board meetings, and making such other provisions as may be necessary for the proper management of the institution; to accept gifts, bequests, etc., made to the institution.

To have charge of all construction, enlargement and permanent improvements; to purchase all supplies, material and equipment.

SUPERINTENDENT: Woman of experience and training. Term and duties not specified. To secure the safe-keeping, obedience and good order of inmates, the superintendent has same power as given to keepers of jails and other penal institutions.

REPORTS: None specified.

INSPECTIONS: State Board of Charities.

OBJECT AND PURPOSE: To establish and maintain a detention home and industrial school for immoral, inebriate and wayward girls and women, and to provide for their safe-keeping, employment and rehabilitation. The school was established in 1917.

Ch. 85, P. L. 1921, Extra Session, amends Ch. 86, P. L. 1921 (appropriation act). Provides that in addition to regular appropriation, namely, \$55,000, \$200 per capita is appropriated in excess of 150 (instead of 175) inmates.

STATE TRAINING SCHOOL FOR NEGRO BOYS

Ch. 190, P. L. 1921.

Board of Trustees—Five.

Appointment—By Governor.

Term—Five years, overlapping.

Compensation—Expenses only.

FUNCTION

To select a location to be approved by Governor, to erect buildings and to otherwise prepare for the opening and maintenance of the school; to appoint a superintendent and other employees; to make rules for its own meetings and guidance; to have general superintendence, management and control of the institution, of the grounds and buildings, officers and employees thereof, of the inmates therein and all matters relating to the government, discipline, contracts and fiscal concerns thereof; to have right to keep, restrain and control inmates until such time as they deem proper for discharge under proper and humane rules as they may adopt; to constitute a board of parole with power to parole, discharge and retake inmates where necessary; to receive in its discretion delinquent negro boys under 16 years committed under competent authority, such commitment being indeterminate and may continue or terminate at discretion of Board, not to exceed age of majority of inmate.

REPORTS: None specified.

INSPECTIONS: State Board of Charities.

OBJECT AND PURPOSE: To establish and maintain a training school for the moral and industrial development of delinquent negro boys of the State under 16 years.

NOTE: This school has not yet been opened, owing to delay in locating site. Appropriation has been turned over to Oxford Colored Orphanage, who are temporarily receiving delinquent boys, in such amounts as may be approved by the Governor and Council of State. \$25,000 was appropriated for building purposes and \$10,000 for maintenance.

STATE SCHOOL FOR THE BLIND AND DEAF (Raleigh)

Art. 10, Ch. 96, C. S.

G. E. LINEBERRY, *Superintendent*.

Board of Directors—Eleven members; State Treasurer, Treasurer *ex officio*.

Appointment—By Governor with consent of Senate.

Term—Six years overlapping.

Compensation—Traveling expenses.

FUNCTION

To make by-laws regulating the government of the institution; to elect a president, executive committee, superintendent and other officers and fix their compensation; to erect necessary buildings, make improvements; to regulate the admission of pupils from this and other states; to confer upon the recommendation of the Superintendent and Faculty such degrees or marks of literary distinction as necessary to encourage merit; to meet at stated times and also at such other times as it may deem necessary.

To have charge of all construction, permanent improvements and repairs; to purchase necessary supplies, materials and equipment.

TREASURER: To report to Board as requested, showing receipts, expenditures and balance.

SUPERINTENDENT: To have charge of the institution in all its departments and to perform such duties as are incumbent upon such officer; to employ all employees and fix their compensation, subject to the approval of the Board; term of office three years; secretary *ex officio* of the Board.

BRANCHES: 1. Main Department: All white blind children.

2. Colored Department: All colored blind children and deaf mutes.

INSPECTIONS: State Board of Charities and Public Welfare.

REPORTS: To report to the Governor biennially in year of meeting of General Assembly, showing the condition of the institution in its various departments and to give any information the Governor shall desire from time to time.

OBJECT AND PURPOSE: To receive, care for and treat for purposes of education, all white blind children, and all colored deaf mutes and blind children residents of this State, not of confirmed immoral character, nor imbecile, nor unsound in mind, not incapacitated by physical

infirmity for useful instruction, who are between the ages of seven and twenty-one years, provided that applications are made and applicants are received at the commencement of same scholastic year.

Literary Work—Kindergarten through four years of high school paralleling courses approved by State Board of Education. Courses in music. Girls: Fancy work and sewing. Boys: Broom and mattress shops and piano tuning. Deaf also receive training in shoe shops, carpentry work and agricultural work on the school farm. Child gets vocational as well as literary training.

Established	1845
Buildings	7
Acreage	122
Value of buildings and equipment.....	\$200,000
Value of land	\$ 80,000
Students	140
Faculty	23
Appropriation, 1922	\$130,000

NORTH CAROLINA SCHOOL FOR THE DEAF (Morganton)

Art. 11, Ch. 96, C. S.

E. McK. GOODWIN, *Superintendent*.

Board of Directors—Seven members; State Treasurer, Treasurer *ex officio*.

Appointment—By Governor with consent of Senate.

Term—Six years overlapping.

Qualification—Not more than two shall be from same county.

FUNCTION

To make suitable by-laws for the proper management of the school and its officers; to conduct school on self-sustaining basis as far as possible; to appoint a president and an executive committee whose terms shall be for two years; to elect a superintendent and other officers, teachers and agents as deemed necessary, and fix their compensation; to fix charges and prescribe rules whereby non-resident deaf children may be admitted; to provide for the instruction of all pupils in courses of study as prescribed by law for public schools, and in such other branches as may be of special benefit to the deaf.

To have charge of all construction, permanent improvements, and repairs; to purchase necessary supplies, materials, and equipment.

SUPERINTENDENT: Term of three years, *ex officio* secretary of the Board. Teacher of knowledge, skill and ability in his profession and experience and management and instruction of the deaf; chief executive officer; to devote whole time to supervision of the institution; to see that pupils are instructed in various branches of learning and industrial pursuits as prescribed by law and board; to recommend to board teachers and subordinate officers.

BRANCHES: 1. Literary Department, Methods—(1) Oral; (2) Manual.
2. Vocational and Industrial Departments.

Boys: Farming and Gardening, Woodwork and Carpentry, Printing, Shoemaking and Tailoring.

Girls: General Domestic work, including cooking, plain sewing and dressmaking.

Small Children: Primary handicraft.

INSPECTIONS: State Board of Charities and Public Welfare.

REPORTS: None specified.

OBJECT AND PURPOSE: "To receive into the school for purpose of education all white deaf children resident of the State, not of confirmed

immoral character nor imbecile or unsound in mind or incapacitated by physical infirmity for useful instruction who are between the ages of eight and twenty-three years." Only bona fide residents of two years standing eligible for free tuition and maintenance.

Established	1894
Buildings	5
Acreage	327
Value of buildings and equipment.....	\$1,000,000
Value of land	\$ 60,000
Students	303
Teachers	35
Appropriation, 1922	\$ 110,000

NORTH CAROLINA SANATORIUM FOR THE TREATMENT OF TUBERCULOSIS (Sanatorium, N. C.)

Art. 13, Ch. 118, C. S.

L. B. McBRAYER, M.D., *Superintendent.*

Board of Directors (9)—State Board of Health *ex officio*.

Term—Six years overlapping.

Compensation—\$4 per diem and expenses.

FUNCTION

To appoint officials of the hospital and fix their salaries; to determine the qualifications for admission as patients; to promulgate such regulations as shall make the institution as nearly self-supporting as shall be consistent with the purpose of its creation.

To receive indigent tuberculous from town or county officials in consideration of payment not to exceed \$1.00 per day per patient; and to perform such other functions necessary and incident to the proper management and maintenance of the institution; to receive gifts or donations for the benefit of the State Sanatorium.

To have charge of all construction, enlargement and permanent improvements; to purchase necessary supplies, materials and equipment; to maintain a bureau of tuberculosis at its offices in Raleigh.

BUREAU OF TUBERCULOSIS: To keep a register of all persons in this State known to be afflicted with tuberculosis; such information being reported to the Bureau by all physicians and executive officers of every private or public hospital, institution for the treatment of disease or dispensary; to develop and maintain a correspondence school with those of the State's tuberculous population, to the end that they shall be properly advised and directed both as to methods of cure and preventing spread of infection.

INSPECTION: State Board of Charities and State Board of Health.

REPORTS: None specified.

Established	1907
Buildings	30
Value	\$512,000
Acreage	1200
Value	\$54,750
Patients	190
Appropriation, 1922	\$100,000
Sanatorium	\$85,000
Tuberculosis Bureau	\$15,000

NORTH CAROLINA ORTHOPAEDIC HOSPITAL (Gastonia)

Art. 1, Ch. 119, C. S.

ROBERT H. BABINGTON, *President*.

Board of Trustees—Nine.

Appointment—By Governor.

Term—Six years, three classes with overlapping terms.

Compensation—None specified.

FUNCTION

To direct and manage the affairs of the institution; to provide for the accommodation, maintenance and treatment of crippled children committed to its care; to elect from its members a president, secretary, treasurer and an executive committee of three; to prescribe the duties of the executive committee; to appoint a superintendent, and to perform such other functions as are necessary to the proper administration of the hospital.

To have charge of all construction, enlargement and permanent improvements; to purchase necessary supplies, materials and equipment.

OBJECT AND PURPOSE: To scientifically treat, heal and teach the orphaned poor and neglected crippled and deformed children of sound mind of North Carolina.

Established	1909
Acreage	28
Value of land	\$28,500
Value of buildings	\$200,000
Appropriation, 1922	\$37,000

SOLDIERS' HOME (Raleigh)

Art. 1, Ch. 92, C. S.; Corporate Name "Soldiers Home Association."

J. A. WIGGS, *Superintendent*.

Board of Directors—Seven; State Treasurer, Treasurer *ex officio*.

Appointment—Three elected by Association; four appointed by Governor.

Term—One year.

Compensation—Not specified.

FUNCTION

To appoint all officers and employees and prescribe their duties; to establish rules and regulations for the maintenance and government of the home and to have entire control and management of it; to prescribe rules for admission and discharge; to take necessary action in reference to collection and disbursement of subscriptions to the Home or to other needy veterans; to have their accounts audited and published.

To appoint an advisory board of lady managers; to cause to be kept a minute book of the home in which full entries shall be kept concerning memorable incidents in the lives of the inmates; to form a museum of Confederate relics and to perpetuate historical records of North Carolina Confederate Soldiers; to pay an annual pension of \$12.00 in quarterly installments to each inmate; to purchase one suit or uniform of Confederate gray each year, if necessary, for each inmate.

To have charge of all construction and permanent repairs and improvements; to purchase necessary supplies, materials and equipment.

ADVISORY BOARD OF LADY MANAGERS: Appointed by Board of Directors, one from each congressional district, for such term as prescribed by board; to assist the directors in the management of the Home; to solicit contributions for the Home and to perform such other duties as prescribed by board.

TREASURER: Sec. 7529, C. S. To file monthly statements of disbursements on the 15th of each month with State Auditor; to make reports to Governor from time to time as required by him.

OBJECT AND PURPOSE: To provide a home for deserving and needy North Carolina Confederate Veterans; to promote their welfare, preserve their health and to perpetuate their memorable deeds. Number of inmates (1922), 111. The Home was established in 1890. The annual appropriation by the State for 1922 was \$60,000.

CONFEDERATE WOMEN'S HOME (Fayetteville)

Art. 2, Ch. 92, C. S.; Corporate Name "Confederate Women's Home Association."

MISS N. W. WILLIAMS, *Superintendent*.

Board of Directors—Seven. Board elects own president and secretary. State Treasurer, Treasurer *ex officio*.

Appointment—By Governor.

Term—Two years.

Compensation—Actual expenses.

FUNCTION

To appoint all officers and employees and prescribe their duties; to establish rules and regulations for the government and maintenance of the Home and to have entire control and management of it; to prescribe rules for admission and discharge; to take necessary action in reference to the collection and disbursement of subscriptions to the Home or to needy Confederate women elsewhere in the State; to have their accounts duly audited and published; to appoint an advisory board of lady managers.

ADVISORY BOARD OF LADY MANAGERS: Appointed by the Board of Directors, one from each congressional district, for a term of two years; to assist the Board in the management of the Home and solicit contributions.

TREASURER: For duties see Board of Directors Central Hospital for the Insane (Raleigh.)

REPORTS: Reports of receipts and disbursements and the general affairs of the Home shall be made annually to the Governor to be by him laid before the General Assembly at its biennial session. To report on the 15th of each month to the State Auditor, disbursements of month preceding.

OBJECTS AND PURPOSE: To establish, maintain and govern a Home for the deserving wives and widows of North Carolina Confederate soldiers and other worthy dependent women of the Confederacy who are bona fide residents of North Carolina. The Home was established in 1913. The appropriation for 1922 by the State was \$10,000.

OXFORD ORPHAN ASYLUM (Oxford)

No statutory reference. A semi-private institution subsidized
by State funds.

R. L. BROWN, *Superintendent*.

Board of Directors—

*Appointment—*Three by Governor. Other members appointed by
Grand Lodge F. and A. M.

FUNCTION

To provide adequate quarters, maintenance and educational facilities
for homeless children.

“The institution is providing the necessities of life for homeless children, the opportunity to acquire an English education, industrial training in cottages, kitchen, sewing room, domestic science, laundry, shoe shop, dairy and on farm. Each child is in school at least the half of each school day during the school term of nine and a half months. Moral and religious instruction is prominent in the work.” (Red Book, 1921, page 197).

REPORTS: Annual report of operations made to Governor, State Board of Public Charities and to the Grand Lodge F. and A. M. of North Carolina. Monthly report of disbursements to the State Auditor.

INSPECTIONS: By State Board of Charities.

OBJECT AND PURPOSE: To provide a temporary home and training school for the education, industrial and moral instruction of destitute and homeless white children of the State, not over twelve years of age and who are of sound mind and body.

Established	1872
Buildings	28
Acreage	242
Value of buildings and lands	\$500,000
Children	378
Officers and teachers	44
State appropriation, (1922)	\$30,000
Income, other sources.....	\$114,000

NORTH CAROLINA ORPHANAGE FOR THE COLORED RACE (Oxford)

No statutory reference. A semi-private institution subsidized
by State funds.

HENRY P. CHEATHAM, *Superintendent.*

FUNCTION

No statutory reference to powers of board, function, etc. The institution was founded by the Colored Baptist Church.

INSPECTIONS: By State Board of Charities.

OBJECT AND PURPOSE: To provide a home for the fatherless and homeless children of the colored race without regard to religious sects.

Ch. 70, P. L.—Extra Session, 1921. Provides that the \$25,000 appropriated for building and \$10,000 for maintenance of the proposed colored reformatory be transferred to colored orphanage at Oxford, in such amount as Governor and Council of State may deem wise and advisable, owing to inability to locate site for reformatory. Oxford now receives some delinquents.

Established	1883
Buildings	10
Acreage	234
Value of buildings and land	\$60,000
Children	185
Officers and teachers	9
State appropriations, 1922.....	\$20,000

EXHIBIT II

DUPLICATION AND OVERLAPPING OF FUNCTIONS

Engineering

State Board of Education—Sec. 7605, C. S. Reclamation of swamp lands, etc., surveys, drainage, construction of canals, roads, and ditches.

Geological Board—Sec. 6123, C. S. Coöperation with local town and county authorities in the locating, construction, and improvement of roads.

Sec. 4963, C. S. Surveying proposed agricultural districts and approving boundaries, drainage, and road plans.

State Highway Commission—Ch. 2, P. L. 1921. Locating, constructing, and improving State highways.

Taxation

State Board of Education—Sec. 7611, C. S. Assessment of private property benefited through reclamation of adjoining State lands, and collection of such taxes.

Department of Revenue—Ch. 40, P. L. 1921. Collection of income, inheritance, and other taxes.

Insurance Department—Sec. 67, Ch. 34, P. L. 1921. Collection of taxes from all classes of insurance companies on the basis of 2½ per cent upon the gross premium receipts in this State.

Treasurer's Office—Ch. 34, P. L. 1921. To collect certain privilege taxes as indicated in Schedules B and C.

Auditor's Office—Sec. 4 *et seq.*, Ch. 34, P. L. 1921. Statements to corporations and sheriffs of franchise taxes due; and to certify to Treasurer amounts on which certain privilege taxes are payable.

Department of Agriculture—Sec. 62, Ch. 34, P. L. 1921. Certifications to sheriffs of sales of leaf tobacco on which assessments are made.

Sec. 4856, C. S. Collection of inspection tax on gasoline and illuminating oils.

Sec. 4702, C. S. Collection of tonnage tax on fertilizers.

Secretary of State—Secs. 32-38, Ch. 2, P. L. 1921. Collection of gasoline road tax.

Natural Resources

Department of Agriculture—Sec. 4686, C. S. To "investigate and report upon the conditions of timber in North Carolina and recommend such legislation as will promote the growth thereof and preserve the same."

Sec. 4688, C. S. To "supervise all measures for the propagation and culture of fish in the rivers and inland waters of the State," . . .

and to enforce "the provisions of law in reference to the free passage of fish through certain waterways of the State."

Geological Board—Sec. 6121, C. S. ". . . examination of the streams and water-powers of the State with special reference to the development for manufacturing enterprises and the preservation of the sources of these streams through the protection of the forests, . . . examination and classification of the soils, the forests, . . ."

Department of Labor and Printing—Art. 2, Ch. 120, C. S. To "collect and collate information and statistics concerning the location, estimated and actual water-power, and condition of valuable water-powers, developed and undeveloped, in this State; . . . also of timber lands and timbers."

Fisheries Commission Board—Sec. 1883, C. S. The fish commissioner shall "enforce all acts relating to the fish and fisheries of North Carolina; . . . to regulate openings for the passage of fish in all inlets, sounds and streams; . . . to collect and compile statistics showing the annual product of the fisheries of the State, the capital invested, and the apparatus employed." To investigate and study "the habits of the fish in the waters of the State."

Rural Library Work

Library Commission—Sec. 6599, C. S. To establish and maintain traveling libraries in rural communities.

State Board of Education—Art. 30, Ch. 95, C. S. To assist in the establishment of rural libraries.

Vocational Education

Superintendent of Public Instruction—Art. 23, Ch. 95, C. S. To "prepare or have prepared courses of study in Agriculture, Manual Training, and Home Economics for use in the public schools of the State," same to be printed and "used as supplementary texts and guides in teaching these subjects in all public schools." . . . To "prepare a system of credits, whereby the boys and girls shall receive credit for work done outside of the school hours upon the farm and in the home."

State Board for Vocational Education—Art. 4, Ch. 95, C. S. To "have full authority to formulate plans for the promotion of vocational education in such subjects as an essential and integral part of the public school system of education in the State of North Carolina."

Marking and Preservation of Historical Sites

Historical Commission—Art. 1, Ch. 102, C. S. "To care for the proper marking and preservation of battlefields, houses, and other places celebrated in the history of the State."

Appomattox Commission—Art. 1, Ch. 113, C. S. To "have the charge and control of said lots (at Appomattox Courthouse) and of the erection thereon of such permanent memorials as they may deem proper."

EXHIBIT III

GROUPING OF NONRELATED FUNCTIONS WITHIN A SINGLE DEPARTMENT AND PROPOSED DISTRIBUTION

DEPARTMENT OF LABOR AND PRINTING:

Present Functions—

1. Labor statistics.
2. State printing.
3. Compilation of data on the natural resources of the State.

Departments to Handle Under Proposed Distribution—

1. Labor and Industry.
2. Administration.
3. Natural Resources.

CORPORATION COMMISSION:

Present Functions—

1. Regulation of public utilities.
2. Bank examination and inspection.
3. Adjustment of local tax assessments (chairman *ex officio* member State Board of Equalization).

Departments to Handle Under Proposed Distribution—

1. Public Utilities.
2. Banking and Insurance.
3. Taxation and Revenue.

DEPARTMENT OF AGRICULTURE:

Present Functions—

1. Promotion of agricultural interests of the State.
2. Administering certain laws relating to the investigation of timber conditions, statistics on mines, minerals, forests, fisheries, waters and water-power, and the propagation and culture of fish.

Departments to Handle Under Proposed Distribution—

1. Agriculture.
2. Natural Resources.

SECRETARY OF STATE:

Present Functions—

1. Issuance of certificates of incorporation; custody of official documents, election rolls and State papers; distribution of printed matter for elections; publication and distribution of laws.
2. Issuance of automobile licenses and certificates, collection of automobile license tax and gasoline road tax.

Departments to Handle Under Proposed Distribution—

1. State.
2. Taxation and Revenue.

HISTORICAL COMMISSION:

Present Functions—

1. Collection and preservation of historical documents, records, etc.
2. Supervision and direction of Legislative Reference Library.

Departments to Handle Under Proposed Distribution—

1. Education.
2. Education.

DEPARTMENT OF INSURANCE:

Present Functions—

1. Regulation of all classes of insurance companies doing business in the State, and enforcement of laws relating thereto.
2. Collection of taxes on premium receipts.

Departments to Handle Under Proposed Distribution—

1. Banking and Insurance.
2. Taxation and Revenue.

EXHIBIT IV

SCATTERING OF RELATED FUNCTIONS

Assessment and Taxation—State Board of Education, Department of Revenue, Department of Insurance, Treasurer's Office, Auditor's Office, Department of Agriculture, Secretary of State's Office.

Natural Resources—Geological Board, Department of Agriculture, Fisheries Commission Board, Audubon Society, Department of Labor and Printing.

Library Work—Trustees of State Library, Library Commission, Trustees of Law Library, Historical Commission, Superintendent of Public Instruction.

Janitorial Work—Keeper of the Capitol, Custodian State Departments Building, Custodian Administration Building.

Child Welfare—Child Welfare Commission administers and enforces Child Labor Law (Art. 1, Ch. 90, C. S.). State Board of Charities and Public Welfare directed "to study and promote the welfare of the dependent and delinquent child." (Art. 1, Ch. 88, C. S.)

EXHIBIT V **STATISTICS REGARDING PRESENT ORGANIZATION, ETC., OF BOARDS AND COMMISSIONS**

Methods of Appointment	Departments	Examining Boards	Institutions	Total
1. By Governor without reference to Senate-----	14	5	7	26
2. By Governor with consent of Senate-----	4	--	6	10
3. Jointly by Governor and other State officer or agency-----	2	--	--	2
4. Jointly by Governor and outside agency-----	2	--	2	4
5. By Governor on recommendation of outside agency-----	1	2	--	3
6. By Governor from list submitted by outside agency-----	--	2	--	2
7. By other State officer or agency-----	4	1	8	13
8. By other State officer or agency with consent of Senate-----	--	--	1	1
9. By outside agency-----	--	3	--	3
10. Elected by General Assembly-----	--	--	2	2
11. Elected by General Assembly on recommendation of Governor-----	1	--	--	1
12. Ex officio (see Exhibit VII)-----	16	--	--	16
13. Elective officers, excluding Governor and Lieutenant Governor-----	13	--	--	13
Totals-----	57	13	26	96

MEMBERSHIP OF BOARDS

	3	4	5	6	7	9	10	11	12	15	17	26	102
Departments-----	3	2	12	--	1	1	1	1	1	--	--	1	--
Examining boards-----	2	1	8	1	1	--	--	--	--	--	--	--	--
Institutions-----	--	--	3	--	9	6	1	2	--	2	1	--	1
Totals-----	5	3	23	1	11	7	2	3	1	2	1	1	1

TERM OF OFFICE

	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	8 Years	Pleasure of Gov.	Not Specified
Departments.....	--	3	1	7	3	5	--	1	6
Examining boards.....	--	--	5	1	6	--	--	--	1
Institutions.....	1	1	--	2	8	12	2	--	--
Totals.....	1	4	6	10	17	17	2	1	7

COMPENSATION OF BOARD MEMBERS

	\$4 Per Diem and Expenses	\$5 Per Diem and Expenses	\$10 Per Diem and Expenses	Traveling Expenses Only	Special	Not Specified
Departments.....	2	5	2	5	5	6
Examining boards.....	3	1	6	1	2	--
Institutions.....	2	1	--	7	1	17
Totals.....	7	7	8	13	8	23

EXHIBIT VI

ANALYSIS OF GOVERNOR'S APPOINTING POWER

No Appointing Power

Elective officers, *ex officio* boards, and boards appointed by agencies or individuals other than the Governor. Total, 48.

Elective Officers (12)—Secretary of State, Auditor, Treasurer, Superintendent of Public Instruction, Attorney-General, Corporation Commission (3), Commissioner of Labor and Printing, Commissioner of Insurance, Commissioner of Agriculture, Commissioner of Revenue.

Ex Officio Boards (16)—Council of State, State Board of Education, Budget Commission, Board of Public Buildings and Grounds, Printing Commission, Board of State Canvassers, Municipal Board of Control, State Pension Board, Board of Equalization, Trustees of State Library, Trustees of Law Library, Advisory Board of Parole, Child Welfare Commission, Crop Pest Commission, Trustees of Tuberculosis Sanatorium, Salary Standardization Board.

Administrative Boards (4)—State Committee on High School Text-books, Commission for Revision of the Laws, Special Legislative School Commission, Joint Committee for Agricultural Work.

State Examining Boards (4)—Board of Chiropody Examiners, Board of Embalmers, Board of Medical Examiners, Board of Examiners of Trained Nurses.

Institutions (12)—Directors of Women's College, Directors of Tuberculosis Sanatorium, Trustees of East Carolina Teachers' College; Trustees of Cullowhee Normal, Trustees of Appalachian Training School, Trustees of Cherokee Indian Normal, Trustees of Fayetteville Normal, Trustees of Elizabeth City Normal, Trustees of Slater Normal, Trustees of University of North Carolina, Trustees of Negro A. and T. College, Trustees of Colored Orphanage.

Divided Appointing Power

Appointments made jointly by Governor and other agency, either on recommendation of such agency or in conjunction therewith. Total, 12.

Administrative Boards and Officers (6)—State Board of Charities, Text-book Commission, Quarantine Board, Library Commission, State Board of Health, Game Wardens (Audubon Society).

State Examining Boards (4)—Board of Chiropractic Examiners, Board of Dental Examiners, Board of Osteopathic Examination and Registration, Board of Pharmacy.

Institutions (2)—Directors of Oxford Orphanage, Directors of Soldiers' Home.

Complete Appointing Power

Appointments made solely by Governor and those requiring confirmation by the Senate. Boards having *ex officio* representation also included. Total, 36.

Administrative Boards and Officers (18)—Board of Agriculture, State Highway Commission, Geological Board, Board of Internal Improvements, State Board of Elections, Board for Vocational Education, College Commission, Historical Commission, Fisheries Commission Board, Appomattox Commission, Board of Commissioners of Navigation and Pilotage, Soldier Settlement Board, Memorial Building Commission, Reconstruction Commission, Railroad Stock Commission, Adjutant General, State Geologist, State Standard Keeper.

State Examining Boards (5)—Board of Accountancy, Board of Architectural Examination and Registration, Board of Registration for Engineers and Land Surveyors, Board of Examiners in Optometry, Board of Veterinary Medical Examiners.

Institutions (13)—Directors of Central Hospital, Directors of Western Hospital, Directors of Eastern Hospital, Directors of Caswell Training School, Directors of State Prison and Hospital for Dangerous Insane, Directors of School for Blind and Deaf, Directors of Confederate Women's Home, Directors of School for Deaf, Trustees of Stonewall Jackson Training School, Trustees of Training School for Negro Boys, Trustees of A. and E. College, Trustees of Orthopædic Hospital, Managers of Industrial School for Girls.

EXHIBIT VII EX OFFICIO BOARDS (16)

(Not including boards whose membership is partially ex officio)

BOARD	Governor	Secretary of State	Auditor	Treasurer	Supt. Public Instr.	Attorney-General	Lieutenant Governor	Chmn. Finance Com. (Both Houses)	Chmn. Appro. Com. (Both Houses)	Com. Labor and Ptg.	Bd. of Elections (4)	Chmn. Corp. Comm.	Comm'r of Revenue	Justices, Supreme Ct.	Bd. of Agriculture	Chmn. Bd. Directors, State Prison	Chmn. Bd. Charities	Sec'y State Board of Health	State Bd. of Health	Comm'r Pub. Welfare
1. Council of State	✓	✓	✓	✓	✓	✓	✓	✓	✓											
2. Budget Commission *	✓																			
3. Board of Public Buildings and Grounds	✓	✓		✓	✓	✓														
4. Salary Standardization Bd.	✓	✓	✓	✓	✓	✓				✓										
5. Printing Commission	✓	✓	✓	✓	✓	✓														
6. Board of State Canvassers	✓	✓	✓	✓	✓	✓														
7. Municipal Board of Control	✓	✓				✓														
8. State Pension Board	✓		✓			✓														
9. Board of Equalization						✓							✓							
10. State Board of Education	✓	✓	✓	✓	✓	✓	✓													
11. Trustees, State Library	✓	✓			✓															
12. Trustees, Law Library														✓						
13. Crop Pest Commission																				
14. Advisory Board of Parole						✓														
15. Child Welfare Commission					✓															
16. Trustees, Tuber. Sanatorium																				
Total representation	8	7	5	5	6	7	1	1	1	1	1	2	1	1	1	1	1	1	1	1

*Includes member of minority party appointed by Governor.

EXHIBIT VIII

STATE EXAMINING BOARDS (13)

Title	Mem- bership	Methods of Appointment	Term	Compensation	Exam. Fees	Renewal Fees
Bd. of Accountancy-----	4	By Governor-----	3 years----	\$10 p. d. and exp.--	\$25.00	\$-----
Bd. of Architectural Examination and Registration-----	5	By Governor-----	5 years----	Fixed by board-----	25.00	5.00
Bd. of Chiropractic Exam.-----	3	By N. C. Pedic Association----	3 years----	\$4 p. d. and exp.--	25.00	-----
Bd. of Chiropractic Examiners-----	3	By Gov. from list submitted----	3 years----	Actual exp.-----	25.00	2.00
Bd. of Dental Examiners-----	6	By Gov. on recommendation----	3 years----	\$10 p. d. and exp.--	25.00	1.00
Bd. of Embalmers-----	5	By State Bd. of Health-----	5 years----	Per diem (not stated) and exp.--	10.00	2.00
Bd. of Regis. for Engineers and Surveyors	5	By Governor-----	4 years----	\$10 p. d. and exp.--	25.00	5.00
Bd. of Medical Examiners-----	7	By N. C. Med. Soc.-----	Not spec.	\$10 p. d. and exp.--	15.00	-----
Bd. of Examiners in Optometry-----	5	By Governor-----	5 years----	\$5 p. d. and 3c. mil.	15.00	2.00
Bd. of Osteopathic Examination and [Registration	5	By Gov. from list submitted by N. C. Orthopaedic Soc.--	5 years----	\$10 p. d. and exp.--	25.00	-----
Bd. of Pharmacy-----	5	By Gov. on recommendations----	5 years----	\$10 p. d. and exp.--	10.00	5.00
Bd. of Examiners of Trained Nurses-----	5	2 phys. by N. C. Med. Soc.; 3 nur. by N. C. Nurses Assn.--	3 years----	\$4 p. d. and exp.; secy., \$250-----	10.00	-----
Bd. of Veterinary Medical Examiners-----	5	By Governor-----	5 years----	\$4 p. d. and exp.--	10.00	-----

NOTE.—The total annual receipts of the thirteen examining boards derived from examination, renewal, and other license fees, amount to approximately \$25,000. Only two, the Board of Accountancy and the Board of Dental Examiners, are required to turn any surplus into the State Treasury, the remaining eleven being permitted to retain all moneys collected. Only five of the boards are required to submit reports to the Governor.

EXHIBIT IX **PROPOSED DEPARTMENT HEADS (16)**

Official	Department	How Appointed
Governor	Administration	Elected
Secretary of State	State	Elected
Auditor	Audit and Control	Elected
Treasurer	Treasury	Elected
Superintendent of Public Instruction	Education	Elected
Attorney-General	Law	Elected
Commissioner of Agriculture	Agriculture	By Governor (consent of Senate)
Commissioner of Health	Health	By Governor (consent of Senate)
Commissioner of Natural Resources	Natural Resources	By Governor (consent of Senate)
Commissioner of Taxation and Revenue	Taxation and Revenue	By Governor (consent of Senate)
Commissioner of Labor and Industry	Labor and Industry	By Governor (consent of Senate)
Public Utilities Commissioners (3)	Public Utilities	By Governor (consent of Senate)
Commissioner of Highways and Public Works	Highways and Public Works	By Governor (consent of Senate)
Commissioner of Banking and Insurance	Banking and Insurance	By Governor (consent of Senate)
Adjutant General	Military Affairs	By Governor (consent of Senate)
Commissioner of Welfare	Welfare	By Governor (consent of Senate)

NOTE.—The term of each of the above officers will uniformly be 4 years, except Public Utilities Commissioners, who will have overlapping terms of 6 years.

EXHIBIT X

PROPOSED ADVISORY BOARDS (14)

Title	Mem- bership	How Appointed	Term
Council of State-----	4	Ex officio-----	4 years
State Board of Education-----	7	Ex officio-----	4 years
Board for Vocational Education-----	3	Ex officio-----	4 years
Joint Commission on Agricultural Work-----	10	Ex officio-----	
Public Welfare Council*	5	Ex officio-----	
Commission on Mental Hygiene*	8	Ex officio-----	
Advisory Board of Parole-----	3	Ex officio-----	
Historical Commission-----	5	By Governor-----	5 years (0-1)
Board of Agriculture-----	10	By Governor-----	5 years (0-1)
State Board of Health-----	5	By Governor-----	5 years (0-1)
Commission on Natural Resources*	5	By Governor-----	5 years (0-1)
Highway Commission-----	10	By Governor-----	5 years (0-1)
State Board of Charities-----	5	By Governor-----	5 years (0-1)
Industrial Council*-----	5	By Governor-----	5 years (0-1)

NOTE.—Under the proposed reorganization, the fourteen advisory boards as shown above replace some forty boards which will be abolished; the seven *ex officio* boards as shown above replace the present sixteen *ex officio* boards. The Governor, with the consent of the Senate, appoints the remaining seven boards, which will be non-executive and have advisory powers only.

*New board to be created.

EXHIBIT XI

PRESENT AND PROPOSED ORGANIZATION OF INSTITUTIONAL BOARDS (28)

Institution	Present			Proposed	
	Mem- bership	How Appointed	Term of Office	Mem- bership	How Appointed
University of North Carolina-----	102	General Assembly----	8 years-	<i>Five-year Term</i>	Governor (S)*
Agricultural and Engineering College-----	16	Governor (S)*-----	8 years-	22	Governor (S)
North Carolina College for Women-----	11	Bd. of Ed. (S)-----	6 years-	22	Governor (S)
Negro Agricultural and Technical College-----	15	General Assembly----	6 years-	22	Governor (S)
North Carolina Teachers' College-----	10	Bd. of Ed.-----	6 years-	5	Bd. of Ed.
Culowhee Normal-----	7	Bd. of Ed.-----	5 years-	5	Bd. of Ed.
Appalachian Training School-----	7	Bd. of Ed.-----	5 years-	5	Bd. of Ed.
Cherokee Normal-----	7	Bd. of Ed.-----	5 years-	5	Bd. of Ed.
Fayetteville Normal-----	7	Bd. of Ed.-----	5 years-	5	Bd. of Ed.
Elizabeth City Normal-----	7	Bd. of Ed.-----	5 years-	5	Bb. of Ed.
Slater Normal-----	7	Bd. of Ed.-----	5 years-	5	Bd. of Ed.
State Hospital, Raleigh-----	9	Governor (S)-----	6 years-	5	Governor (S)
State Hospital, Morganton-----	9	Governor (S)-----	6 years-	5	Governor (S)
State Hospital, Goldsboro-----	9	Governor (S)-----	6 years-	5	Governor (S)
Caswell Training School-----	9	Governor (S)-----	6 years-	5	Governor (S)
State Prison-----	5	Governor-----	4 years-	5	Governor (S)
Hospital for Dangerous Insane†-----	15	Governor-----	6 years-	5	Governor (S)
Stonewall Jackson Training School-----		Governor-----	5 years-	5	Governor (S)
Girls' Industrial School-----		Governor-----	5 years-	5	Governor (S)
Training School for Negro Boys-----	5	Governor-----	5 years-	5	Governor (S)

School for Blind and Deaf	11	Governor (S)	6 years	5	Governor (S)
School for Deaf	7	Governor	6 years	5	Governor (S)
Tuberculosis Sanatorium	10	Bd. Health (ex off.)	6 years	5	Bd. Health (ex off.)
Orthopaedic Hospital	9	Governor (S)	6 years	5	Bd. Health (ex off.)
Soldiers' Home†	7	3—Vet. Assn.; 4—Governor	1 year	5	Governor
Confederate Women's Home†	7	Governor	2 years	5	Governor
Oxford Orphan Asylum¶					
Colored Orphanage¶					

*(S) Requires confirmation by Senate.

†Under management of Prison Board. Recommending abolishment of hospital.

‡Appointments to be made on recommendation of the two Home Associations.

¶Private institutions subsidized by State.

EXHIBIT XII**STATES WHICH HAVE ADOPTED REORGANIZATION (8)****Administrative Departments****I. ILLINOIS (1917) :**

1. Finance.
2. Agriculture.
3. Labor.
4. Mines and Minerals.
5. Public Works.
6. Public Welfare.
7. Public Health.
8. Trade and Commerce.
9. Registration and Education.

II. IDAHO (1919) :

1. Agriculture.
2. Commerce and Industry.
3. Finance.
4. Immigration, Labor, and Statistics.
5. Public Investment.
6. Law Enforcement.
7. Public Welfare.
8. Public Works.
9. Reclamation.

III. NEBRASKA (1919) :

1. Finance.
2. Agriculture.
3. Labor.
4. Trade and Commerce.
5. Public Welfare.
6. Public Works.

IV. MASSACHUSETTS (1919) :

1. Secretary of the Commonwealth.
2. Treasurer and Receiver General.
3. Attorney-General.
4. Metropolitan District Commission.
5. Agriculture.
6. Conservation.
7. Banking and Insurance.
8. Corporations and Taxation.
9. Education.
10. Civil Service and Registration.
11. Industrial Accidents.

12. Labor and Industries.
13. Mental Diseases.
14. Correction.
15. Public Welfare.
16. Public Health.
17. Public Safety.
18. Public Works.
19. Public Utilities.
20. Auditor of Commonwealth.

V. CALIFORNIA (1921) :

1. Administrative.
2. Preventative.
3. Curative.
4. Conservative and Defensive.
5. Developmental.
6. Reclamatory.
7. Educational.
8. Finance.
9. Law.
10. Sanitation and Hygiene.
11. Commerce and Labor.
12. Charities and Welfare.
13. Corrections.
14. Care of Defective.
15. Conservation.
16. Defense.
17. Public Works.
18. Natural Resources.
19. Education.

VI. OHIO (1921) :

1. Statutory reorganization based on Illinois Plan.

VII. WASHINGTON (1921) :

1. Statutory reorganization based on Illinois Plan.

VIII. MARYLAND (1922) :

1. Executive.
2. Finance.
3. Law.
4. Education.
5. State Board of Agriculture and the Regents of the University of Maryland.
6. Militia.
7. Welfare.
8. Charities.

9. Health.
10. Public Works.
11. Commissioner of Motor Vehicles.
12. Conservation.
13. Public Utilities.
14. State Industrial Accident Commission.
15. Commissioner of Labor and Statistics.
16. State Employment and Registration.
17. Inspector of Tobacco.
18. State Board of Censors.
19. Racing Commission.

EXHIBIT XIII**STATES PROPOSING OR CONSIDERING REORGANIZATION (14)****Proposed Administrative Departments****I. NEW YORK :**

1. Executive.
2. Audit and Control.
3. Taxation and Finance.
4. Attorney-General.
5. State.
6. Public Works.
7. Conservation.
8. Agriculture and Markets.
9. Labor.
10. Education.
11. Health.
12. Mental Hygiene.
13. Charities.
14. Correction.
15. Public Service.
16. Banking.
17. Insurance.
18. Military and Naval Affairs.
19. Civil Service.

II. OREGON :

1. Finance.
2. Law.
3. Tax.
4. Education.
5. Labor.
6. Health.
7. Agriculture.
8. Trade and Commerce.
9. Public Welfare.
10. Public Works.

III. DELAWARE :

1. Finance.
2. Labor and Industry.
3. Health.
4. Public Welfare.
5. Agriculture.
6. Highways and Drainage.
7. Education.
8. Law.

- IV. IOWA.
V. MINNESOTA.
VI. ARIZONA.
VII. MICHIGAN.
VIII. MISSOURI.
IX. NEW MEXICO.
X. TENNESSEE.
XI. ARKANSAS.
XII. CONNECTICUT.
XIII. TEXAS.
XIV. PENNSYLVANIA.

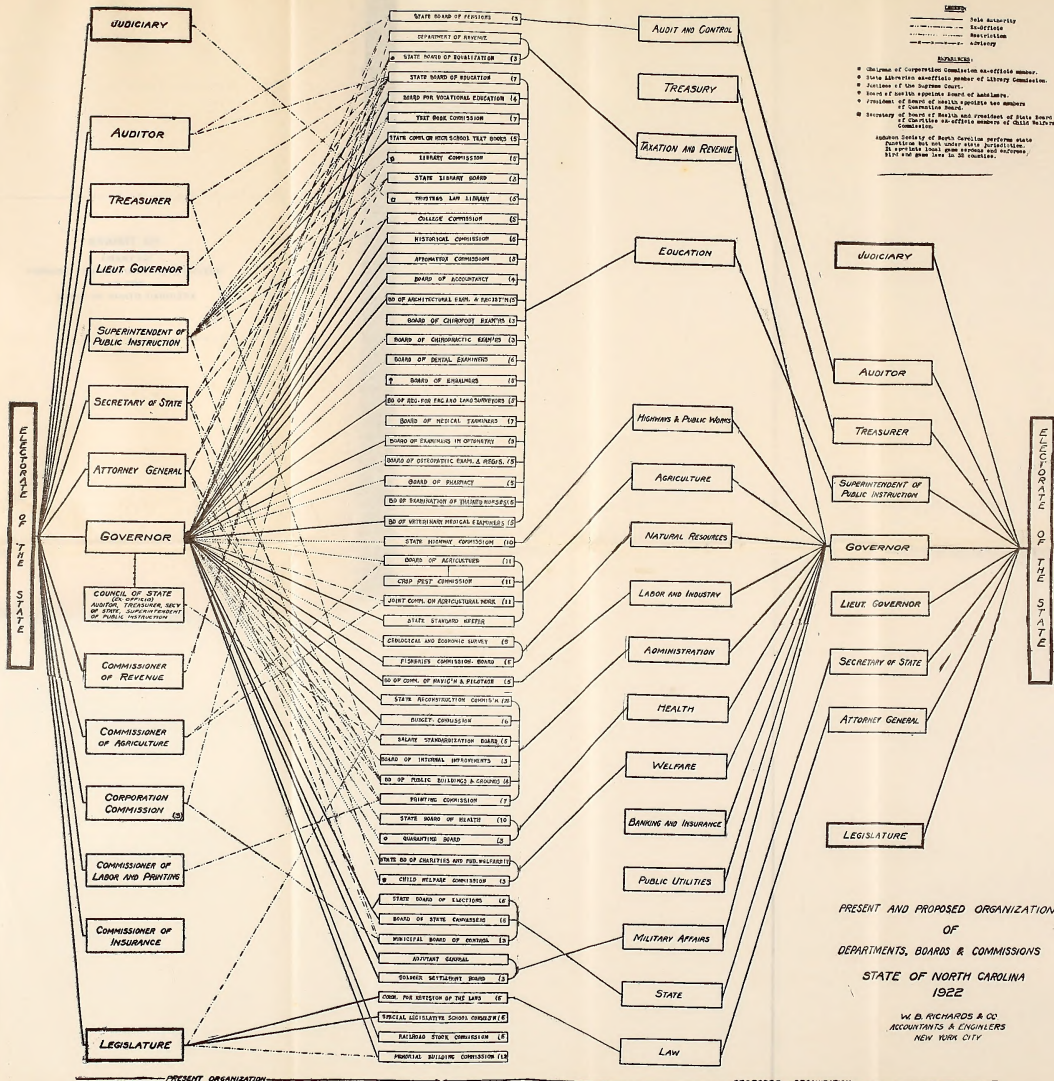
TESTAMENT

INSTITUTE
COMMISSIONERS OF

- IV. IOWA.
- V. MINNESOTA.
- VI. ARIZONA.
- VII. MICHIGAN.
- VIII. MISSOURI.
- IX. NEW MEXICO.
- X. TENNESSEE.
- XI. ARKANSAS.
- XII. CONNECTICUT.
- XIII. TEXAS.
- XIV. PENNSYLVANIA.

Category

Sole Authority
Ex-Officio
Restriction
Advisory



MINUTES OF

GOVERNOR

ATTORNEY GENERAL

SECRETARY OF STATE

SUPERINTENDENT OF
PUBLIC INSTRUCTION

LIEUT. GOVERNOR

TREASURER

AUDITOR

JUDICIARY

ALPHABETICAL INDEX OF DEPARTMENTS, BOARDS,
COMMISSIONS AND INSTITUTIONS

DEPARTMENTS, BOARDS AND COMMISSIONS

Department of State Board of	100
Department of General Land Office	101
Department of Agriculture Board of	102
Department of State Board of	103
Department of Education	104
Department of Transportation and Navigation Board of	105
Department of Public Health	106
Department of Agriculture	107
Department of State	108

EXHIBIT XIV

**CHART OF
PRESENT AND PROPOSED ORGANIZATION
OF THE
STATE OF NORTH CAROLINA**

Department of State Board of	100
Department of General Land Office	101
Department of Agriculture Board of	102
Department of State Board of	103
Department of Education	104
Department of Transportation and Navigation Board of	105
Department of Public Health	106
Department of Agriculture	107
Department of State	108

Department of State Board of	100
Department of General Land Office	101
Department of Agriculture Board of	102
Department of State Board of	103
Department of Education	104
Department of Transportation and Navigation Board of	105
Department of Public Health	106
Department of Agriculture	107
Department of State	108

EXHIBIT XIV
A PART OF
THE REPORT AND PROCEEDINGS OF THE
COMMISSIONERS OF THE
STATE OF NORTH CAROLINA

ALPHABETICAL INDEX OF DEPARTMENTS, BOARDS, COMMISSIONS AND INSTITUTIONS

DEPARTMENTS, BOARDS AND COMMISSIONS

	PAGE
Accountancy, State Board of.....	155
Adjutant General's Department.....	193
Agriculture, Department of.....	170
Agriculture, State Board.....	172
Appomattox Commission.....	137
Architectural Examination and Registration, Board of.....	156
Attorney-General's Department	168
Auditor's Department.....	142
Audubon Society.....	183
 Budget Commission.....	 135
 Canvassers, Board of State.....	 140
Charities, State Board of.....	195
Child Welfare Commission.....	198
Chiropody Examiners, Board of.....	157
Chiropractic Examiners, Board of.....	158
College Commission	154
Council of State.....	129
Corporation Commission	187
Crop Pest Commission.....	174
 Dental Examiners, Board of.....	 159
 Education, Department of.....	 145
Education, State Board of.....	146
Elections, State Board of.....	139
Embalmers, State Board of.....	160
Engineers and Land Surveyors, Board of Registration.....	161
Equalization, State Board of.....	179
 Fisheries Commission Board.....	 182
 Geological Board	 180
Governor's Office.....	127
 Health, State Board of.....	 176
High School Text-books, State Committee on.....	150
Highway Commission.....	189
Historical Commission..	148
 Insurance, Department of.....	 191
Internal Improvements, Board of.....	130

	PAGE
Joint Committee for Agricultural Work.....	173
Labor and Printing, Department of.....	184
Law Library, Trustees.....	153
Laws, Commission for Revision of.....	169
Library Commission	151
Medical Examiners, State Board of.....	162
Memorial Building Commission.....	201
Municipal Board of Control.....	141
Navigation and Pilotage, Board of Commissioners of.....	186
Optometry, Board of Examiners in.....	163
Osteopathic Examination and Registration, Board of.....	164
Parole, Advisory Board of.....	197
Pensions, State Board of.....	133
Pharmacy, Board of.....	165
Printing Commission.....	132
Public Buildings and Grounds, Board of.....	131
Quarantine Board.....	177
Railroad Stock Commission.....	200
Reconstruction Commission	199
Revenue, Department of.....	178
Salary Standardization Board.....	136
School Commission, Special Legislative.....	202
Secretary of State's Department.....	138
Soldier Settlement Board.....	194
Standard Keeper, State.....	175
State Library, Trustees.....	152
Superintendent of Public Instruction.....	145
Text-book Commission.....	149
Trained Nurses, Board of Examiners of.....	166
Treasurer's Department	144
Vocational Education, State Board for.....	147
Veterinary Medical Examiners, Board of.....	167

INSTITUTIONS

	PAGE
Appalachian Training School for Teachers.....	215
Blind and Deaf, State School for.....	231
Caswell Training School for Feeble-minded.....	224
Cherokee Indian Normal School.....	216
Confederate Women's Home.....	238
Cullowhee Normal and Industrial School.....	214
Deaf (White), North Carolina School for.....	233
East Carolina Teachers' College.....	213
Elizabeth City Normal School (Colored).....	218
Fayetteville Normal School (Colored).....	217
Negro Agricultural and Technical College.....	211
Negro Boys, Training School for.....	230
Orphan Asylum, Oxford.....	239
Orphanage (Colored), Oxford.....	240
Orthopædic Hospital	236
Slater Industrial and State Normal School (Colored).....	219
Soldiers' Home	237
State Agricultural and Engineering College.....	207
State Home and Industrial School for Girls and Women.....	229
State Hospital for Dangerous Insane.....	227
State Hospital for Insane at Goldsboro (Colored).....	223
State Hospital for Insane at Morganton.....	222
State Hospital for Insane at Raleigh.....	220
State Prison	225
Stonewall Jackson Training and Industrial School.....	228
Tuberculosis Sanatorium.....	235
University of North Carolina.....	205
Women's College of North Carolina.....	209

2050987

Date Due

FEB 14 1996			

